

# ANNUAL BUDGET 2015-2016

ADOPTED BY THE CITY COUNCIL, CAMBRIDGE, MASSACHUSETTS



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cambridge**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Cambridge, Massachusetts for its annual budget for the fiscal year beginning July 1, 2014.

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

This 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.

The City has earned the Distinguished Budget Presentation Award for 30 consecutive years.

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# SECTION I

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## INTRODUCTION

# CITY MANAGER'S BUDGET MESSAGE

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City of Cambridge

*Richard C. Rossi • City Manager*



Executive Department

*Lisa C. Peterson • Deputy City Manager*

June 2, 2015

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

I am pleased to present the adopted Operating and Capital Budgets for the City of Cambridge for FY16 as well as the proposed FY17-20 Operating and Capital Plans.

This Operating Budget of \$545,870,875 represents an increase of \$15,011,510, or 2.83%, over the FY15 Adjusted Budget. The proposed Capital Budget is \$85,276,290.

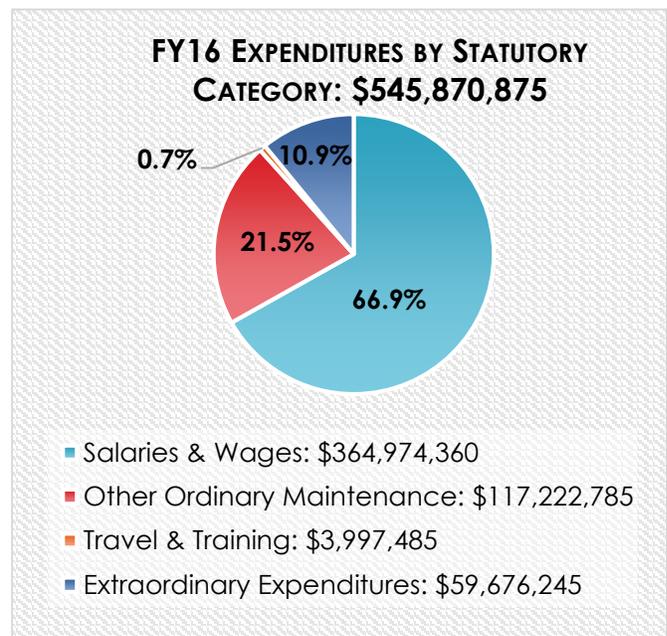
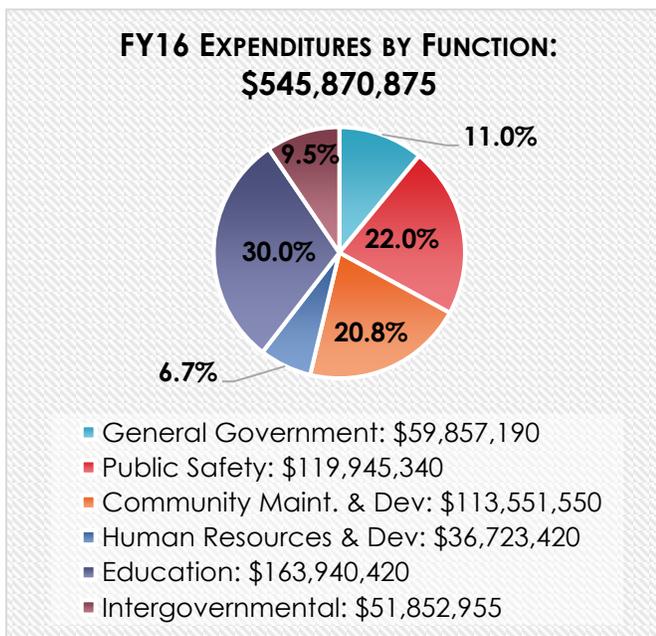
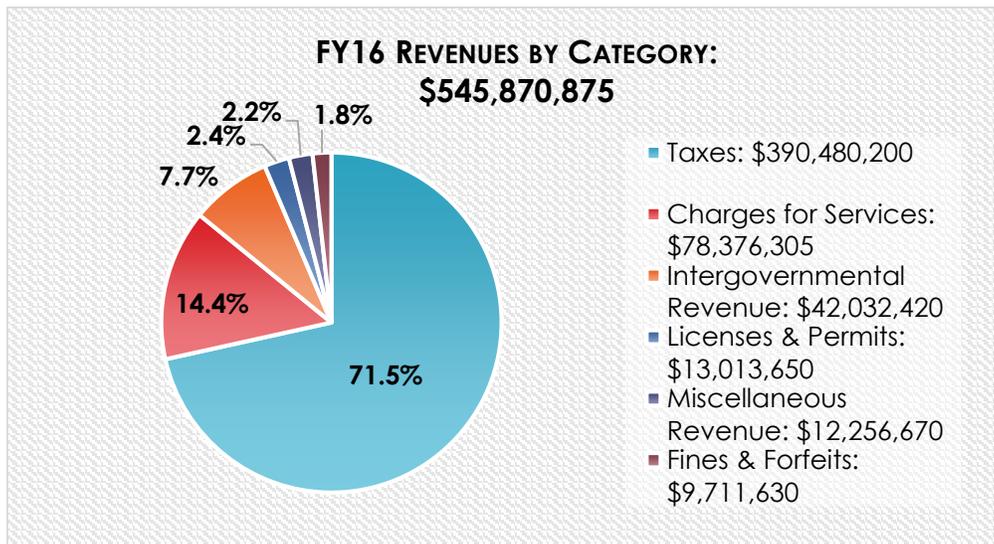
The FY16 Budget sets a bold agenda for the City that closely links with the priorities established by the City Council. In the pages that follow, you will find the City Council goals and the City's FY16 Key Initiatives, which highlight growth in programs and new initiatives such as expansion of curbside organics collection and a new STEAM Coordination Office. I encourage readers to review each department's budget narrative in detail to gain a deeper understanding of the department and its FY16 objectives and performance measures. Each capital project is also described in depth in the Public Investment section.

The proposed **Operating Budget** of \$545,870,875 includes the following:

- A total property tax levy of \$356,962,375 to support the General Fund Operating and Capital Budget. This is an increase of \$15,516,920, or 4.54%, from the FY15 property tax levy. 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 the process. As in past years, it is anticipated that the City may be able to use increased non-property tax revenues at a higher level than what is included in the FY16 Budget, once actual FY15 receipts and final state aid figures are known.
- \$2,000,000 in overlay surplus balances accumulated from prior fiscal years will again be used to lower the tax levy increase.
- A 2.4% cost of living adjustment (COLA) for all non-union employees and for those unions with settled contracts. A 0% increase in health insurance, 0% increase in dental, and 5.85% increase related to pensions. The 0% increase in health insurance is due to fewer high-cost, chronic claims and employees taking advantage of preventative programs.
- Twelve full-time positions have been added to the FY16 budget that will allow for appropriate operating growth to meet additional program needs throughout the city. Many of these positions are highlighted in the Key Initiatives section that follows.
- An OPEB contribution of \$2,000,000, which is consistent with the FY15 allocation.
- The Health Claims Trust Fund is providing \$8,800,000, an increase of \$100,000, to support the health insurance budget.

# CITY MANAGER'S BUDGET MESSAGE

- Collaboration between the City and School fiscal staffs resulted in a successful school budget process. Recognizing the importance of this process, and my commitment to public education, the Superintendent and I worked closely to balance the School's budget. The City increased property tax support to schools to 6.27%. The School Committee adopted the School Department budget of \$163,940,420.
- A 0% increase in the water rate and a 6.8% increase in the sewer rate, resulting in a 4.9% increase in the combined rate. This is the fifth consecutive year that the City has been able to produce a 0% increase in the water rate.
- Parking Fund revenues will provide \$8,682,860 to support the operating budgets of various departments.
- The City Debt Stabilization Fund will provide \$1,300,000 to cover debt service costs.
- The City will recommend using \$9,000,000 in free cash to lower the property tax levy increase, which is consistent with the City's financial plan.

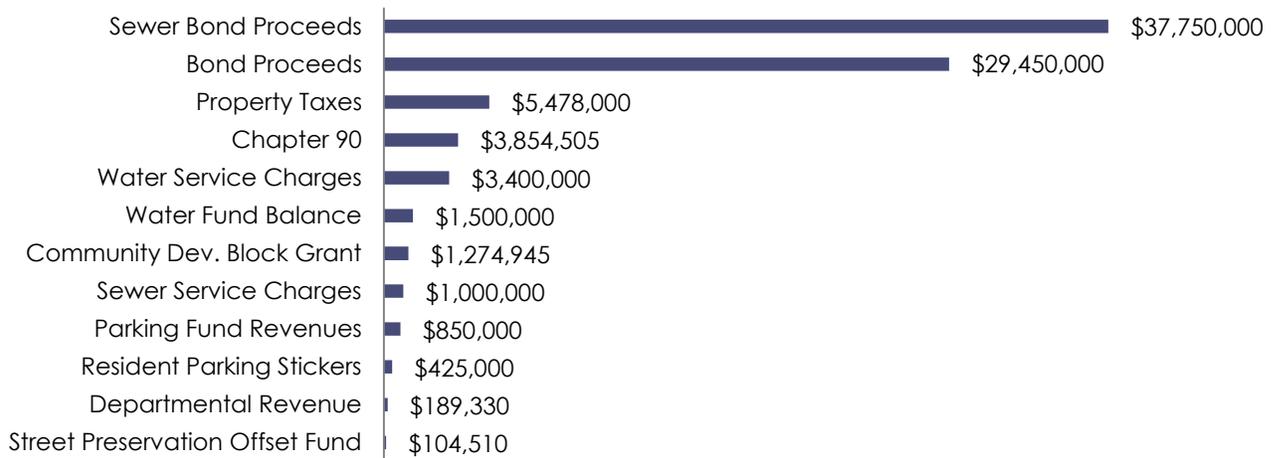


# CITY MANAGER'S BUDGET MESSAGE

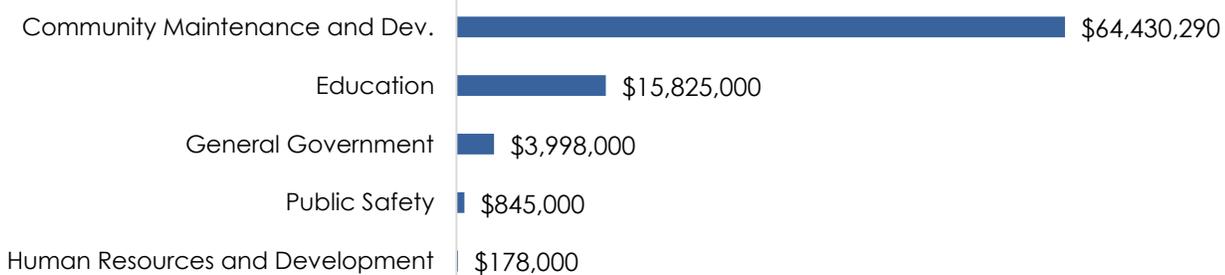
The proposed **Capital Budget** of \$85,276,290 includes the following:

- The continuation of sewer and stormwater projects in the Agassiz neighborhood (\$2,500,000), the Alewife watershed (\$6,450,000), and the Area IV neighborhood (\$25,000,000); remedial construction (\$1,000,000) and capital repairs (\$3,000,000); streets and sidewalks (\$7,959,015); reconstruction of “The Eliot Loop” in Harvard Square (\$4,000,000); and the comprehensive City buildings/facilities improvement plan (\$5,000,000).
- Bond proceeds of \$11,000,000 will be used to fund design and construction services for the King Open and Cambridge Street Upper School & Community Complex and replacement of the Kennedy Longfellow School roof (\$4,200,000).
- A \$5,478,000 Pay-As-You-Go/property tax allocation, which includes \$3,450,000 in IT projects as part of the IT E-Gov initiative and \$528,000 for the winning Participatory Budgeting projects. The City will recommend using \$3,450,000 in free cash to lower the property tax levy increase directly related to the IT projects.
- Water service charges of \$4,900,000 to cover all water-related capital.
- On March 3, 2015, the City sold \$75,465,000 in General Obligation Bonds to finance capital projects such as the King Elementary School (Putnam Avenue) renovation, open space improvements, street reconstruction, Cambridge Common renovations, and Kendall Square surface improvements. The City’s AAA bond rating allowed the City to sell these bonds at the true interest cost of 2.3%. The \$75,465,000 included \$23,985,000 in sewer bonds.

## FY16 CAPITAL FINANCING PLAN \$85,276,290



## FY16 CAPITAL APPROPRIATION PLAN: \$85,276,290



# CITY MANAGER'S BUDGET MESSAGE

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## OUTLOOK AND CONCLUSION

FY14 was another remarkable year financially for the City. Our sound financial practices have left the City with substantial reserves, including \$160,500,000 in free cash, \$134,000,000 in excess levy capacity, \$15,600,000 in Parking Fund Balance, and \$9,700,000 in Water Fund Balance. It is anticipated that the City will also end FY15 in a very strong financial position.

The City has used \$41,730,000 in free cash to date. Major appropriations include \$12,650,000 to lower the property tax rate, a \$12,000,000 transfer to the Debt Stabilization Fund, \$6,000,000 to cover winter 2014-2015 snowstorm expenses, \$6,000,000 for the Foundry Building, \$2,300,000 for LED streetlights, and \$1,500,000 for the feasibility study at the King Open and Cambridge Upper Street School. The City is also exploring acquiring land for a Public Works/municipal facility, which will be funded through free cash.

The biennial citizen survey was conducted in September 2014. Survey results show that 89% of respondents indicated the "overall quality of life" as either excellent or good and 92% of respondents indicated that Cambridge was either an excellent or good "place to live."

We will continue to use our five-year financial and capital plan, debt, and reserve policies and the City Council goals as a guide in our long-term planning to maintain stability and predictability in our budgeting and financial planning processes. Our financial projections indicate that we will be able to produce future budgets that will reflect a moderate growth in the property tax levy, which is our primary revenue stream. In addition, the City is projecting stable valuations in the near term with moderate increases in the out years based on new construction, appreciation in values of existing property, and major rehabilitations.

Major priorities that will impact the budget in the near-term include construction of the King Open Elementary/Cambridge Street Upper School, Citywide planning efforts, redevelopment of the Foundry Building, and recommendations from the Early Childhood and Net Zero Task Forces.

While overall economic conditions are steady, there are some uncertainties we will be watching in the next fiscal year – most notably, the impact of possible federal and state budget reductions. The long-term outlook for Cambridge continues to be very strong as long as we continue to efficiently manage operations. This has been confirmed by our continued AAA bond rating. We have been able to absorb operating and programmatic costs associated with expanding services, cover increased salary and fringe benefit costs, and manage debt service costs with an aggressive capital plan.

The City Council and City Administration understand that choices made today impact future spending decisions. Our effective short and long-term financial, economic, and programmatic planning strategies will help ensure that Cambridge can continue to provide the level of services that residents desire while maintaining the modest tax implications taxpayers have come to expect. I believe that the initiatives and spending priorities recommended in this budget submission reflect not only the goals of the City Council, but also the priorities of the residents and taxpayers of Cambridge.

Very truly yours,



Richard C. Rossi  
City Manager

# CITY COUNCIL GOALS

The City of Cambridge is dedicated to continuing to improve 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. The following icons will represent the City Council’s goals throughout this document.

ICON	GOAL
	<p>1. <b>Foster Community</b> and support <b>Neighborhood Vitality</b>. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.</p>
	<p>2. Evaluate City expenditures with a view of maintaining a <b>Strong Fiscal Position</b> and awareness of the <b>Impact on Taxpayers</b> while providing a high quality array of City services.</p>
	<p>3. Strengthen and support <b>Human Services, Public Education, and Out of School Learning</b> in Cambridge for the benefit of residents of all ages.</p>
	<p>4. Value and support the racial, socio-economic, cultural, and religious <b>Diversity</b> of our city.</p>
	<p>5. Promote <b>Public Safety</b> and address the challenges and opportunities for multiple modes of <b>Transportation</b> to safely share roads and sidewalks.</p>
	<p>6. Promote a <b>Healthy Community and Environment</b> to advance Cambridge as a leader in public health and environmental sustainability.</p>
	<p>7. Preserve and create <b>Affordable Housing</b> across the City for low, moderate, and middle-income families and other residents.</p>
	<p>8. Promote <b>Doing Business in Cambridge</b> and work to strengthen our mutually beneficial partnerships with businesses and universities.</p>

# KEY INITIATIVES

## AFFORDABLE HOUSING

The City strives to preserve the diversity of the community by offering a wide range of housing programs to meet the needs of very low, low, moderate, and middle-income residents. Rental and homeownership housing is made permanently affordable wherever possible, and built throughout the city with particular emphasis on units of appropriate size for families with children. The City has a long-standing commitment to support high quality housing that is well integrated into the community and that will remain affordable for future generations.



The courtyard at Atmark Apartments (80 Fawcett Street), an inclusionary development with 49 affordable rental units

Through FY15, the City has appropriated a total of \$115,000,000 in Community Preservation Act funds for affordable housing initiatives. Since FY05, the City has created 1,107 units of affordable housing and preserved an additional 1,120 affordable units throughout Cambridge. The City remains dedicated to offering affordable housing to residents through the preservation of existing affordable housing, development of new affordable units, and through zoning-based programs. The Community Development Department (CDD) will hire an additional housing planner in FY16.



Children participate in a summer food book bike event

## BOOK BIKE PROGRAM PARTNERSHIP

In FY16, the Kids' Council and the Department of Human Services (DHSP) will partner with the Cambridge Police Department (CPD) to promote the Cambridge Book Bike Program. Part of the Agenda for Children's "Let's Move, Let's Eat, Let's Read!" campaign, Book Bike activities take place at parks and playgrounds every weekday in the summer throughout the city.

Summer Food staff and CPD Patrol and Community Relations officers will participate in Book Bike events by reading to kids, helping to foster a love of reading, and building positive and lasting relationships between Cambridge youth, their families, and City personnel. DHSP received funds this year to purchase books, expand Book Bike activities at summer food program sites, and hire a part-time Book Bike staff person.

# KEY INITIATIVES

## CAMBRIDGE CONNECTS

For several years, CPD and DHSP have jointly conducted “Door-2-Door” outreach to various neighborhoods around the city with a focus on Cambridge Housing Authority properties. The Door-2-Door program was initially an opportunity to bring information directly to residents. Now, Door-to-Door is expanding into Cambridge Connects as a way to systematically listen to and learn from community members.

The primary goal of Cambridge Connects is to improve the quality of life for Cambridge residents – particularly those in public housing – by collaborating with families in their own neighborhoods to build community capacity, awareness, involvement, and connections with the City, schools, and community partners. Cambridge Connects will utilize a short questionnaire to gather input directly from residents. Follow-up community conversations will be planned after Door-2-Door outreach to respond to specific issues raised.

The City will pilot Cambridge Connects in May 2015 at Newtowne Court and Washington Elms by working with the Kids’ Council, Cambridge Public Schools, DHSP, the Public Health Department, Cambridge Housing Authority, and nonprofit organizations. In FY16, Cambridge Connects will expand to other Housing Authority properties starting with Jefferson Park.



DHSP and CPD staff on a Door-2-Door campaign



Cambridge City Hall

## CAMBRIDGE LEADERSHIP INITIATIVE

In FY16, the City will implement a formal leadership training program to build the cultural competency skills of employees and enhance the leadership capacity of leaders, managers, and supervisors throughout all City departments. Building “bench strength” so the next generation of leaders can seamlessly step into key roles and meet the challenges of moving from peer to supervisor over the next decade is an important goal of the City Manager.

The leadership training program will focus on the following competencies:

- Cultural competence and managing a diverse workforce
- Leadership styles
- Consensus building and collaboration
- Coaching
- Communication
- Change management

# KEY INITIATIVES

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## CITIZEN COMMITTEE ON CIVIC UNITY

The Citizen Committee on Civic Unity was appointed in October 2014. Its 18 members represent a diverse range of experiences, perspectives, and knowledge in the city. The Citizen Committee on Civic Unity will serve in an advisory role to the City Council and City Manager and will work to preserve and enhance Cambridge as a diverse and welcoming place to live, work, study, and visit.

The Committee’s work will include engaging the public and facilitating constructive dialogue on race, class, religion, sexual orientation, income, physical ability, age, gender, and other issues to promote equity, fairness, and unity within the City organizational structure and the broader Cambridge community. The initial work of the committee has focused on developing and refining the mission, organizing a committee structure and meeting format, setting goals, and developing implementation strategies. The Committee will meet on a regular basis and meetings will be open to the public.

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## COFFEE WITH A COP



Join Sergeant Cabral for a cup of coffee

In collaboration with the CPD Neighborhood Sergeants Program, “Coffee with a Cop” events will bring Cambridge residents and police officers together in an informal, neutral environment to discuss community issues. The goal of the program is to build lasting relationships between community members and police officers by fostering trust and eliminating barriers. Coffee with a Cop began in Inman Square and Area IV in FY15. The program will expand in FY16 to include all Cambridge neighborhoods and will be tailored to each area (e.g. Coffee with a Cop, Pizza with the Police, etc.).

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## COMMUNITY BENEFITS AND MITIGATION PLAN

Between 2010 and 2013, through zoning amendments and agreements with developers, the City acquired mitigation funds designated to be used for community benefits purposes. In FY16, the City will establish a Stabilization Mitigation Fund to reserve these funds in order to partner with the nonprofit community to expand services to meet residents’ unmet needs. The City continues to meet with the Cambridge Nonprofit Coalition and the Cambridge Community Foundation to develop this initiative and plans to conduct a comprehensive needs assessment this year to identify the community’s most pressing needs. At the same time, the City Manager will continue to work on defining the governance structure for this process, which includes identifying an appropriate vehicle to create and manage the Community Benefits Fund as well as outlining the full funding allocation process from the nonprofit application stage through program evaluation. Once the structure is defined, the City Manager will present the plan to the City Council for approval.

# KEY INITIATIVES

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## COMMUNITY ENGAGEMENT TRAINING PROGRAM

With support from the Kids' Council, DHSP's Community Engagement Team developed a citywide outreach and engagement training program to make Cambridge a model for effective and culturally inclusive community engagement.

Piloted in FY15, *Making Connections: A Community Engagement Training Program for Cambridge* is an outreach and community engagement skills training program focused on 24 core skills necessary to effectively engage residents in activities and services available in the city.



DHSP Community Engagement Team outreach workers

*Making Connections* is the result of collaboration between the City's Community Development, Personnel, Human Services, Public Health, Police, and School Departments, as well as the Cambridge Housing Authority, Cambridge Community Center, Transition House, and Families First parenting programs. DHSP will receive funding in FY16 to expand one part-time outreach worker position to a full-time position to provide supervision to outreach workers and to support the CET coordinator in working with City and community organizations.

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## COMMUNITY PRESERVATION ACT

The Community Preservation Act (CPA) was created by a state law (MGL Chapter 44B) to help cities and towns preserve the character of their community. In 2002, Cambridge residents voted to adopt the CPA, which allowed a 3% surcharge on property tax bills to fund affordable housing, open space, and historic preservation projects.

Through fiscal year 2015, the City has appropriated/reserved a total of \$143,750,000 for CPA projects, including \$115,000,000 for affordable housing initiatives, \$14,375,000 for historical preservation projects, and \$14,375,000 for open space projects. To date, the City has allocated \$45,700,000 in state matching funds, \$83,050,000 from local surcharges, and \$15,000,000 from the CPA fund balance.

In September 2014, the CPA Committee once again unanimously voted for an allocation of 80% for affordable housing projects, 10% for historical preservation projects, and 10% for open space projects. Total FY15 CPA funding was \$12,500,000. All funds allocated for affordable housing are appropriated and managed through the Cambridge Affordable Housing Trust. FY15 historic preservation projects included the YWCA shelter, Historic Preservation Grants Program, Magazine Beach landscape plan, City Clerk's vault, Old Burying Ground, O'Connell Library Branch exterior, and rebinding the Historical Commission's atlases and directories. FY15 Open Space projects included Sacramento Field, the Cambridgeport School playground, Pacific Street Park, the Haggerty School playground, and the Sennott Park basketball courts.

## KEY INITIATIVES

### COMPLETE STREETS PROGRAM

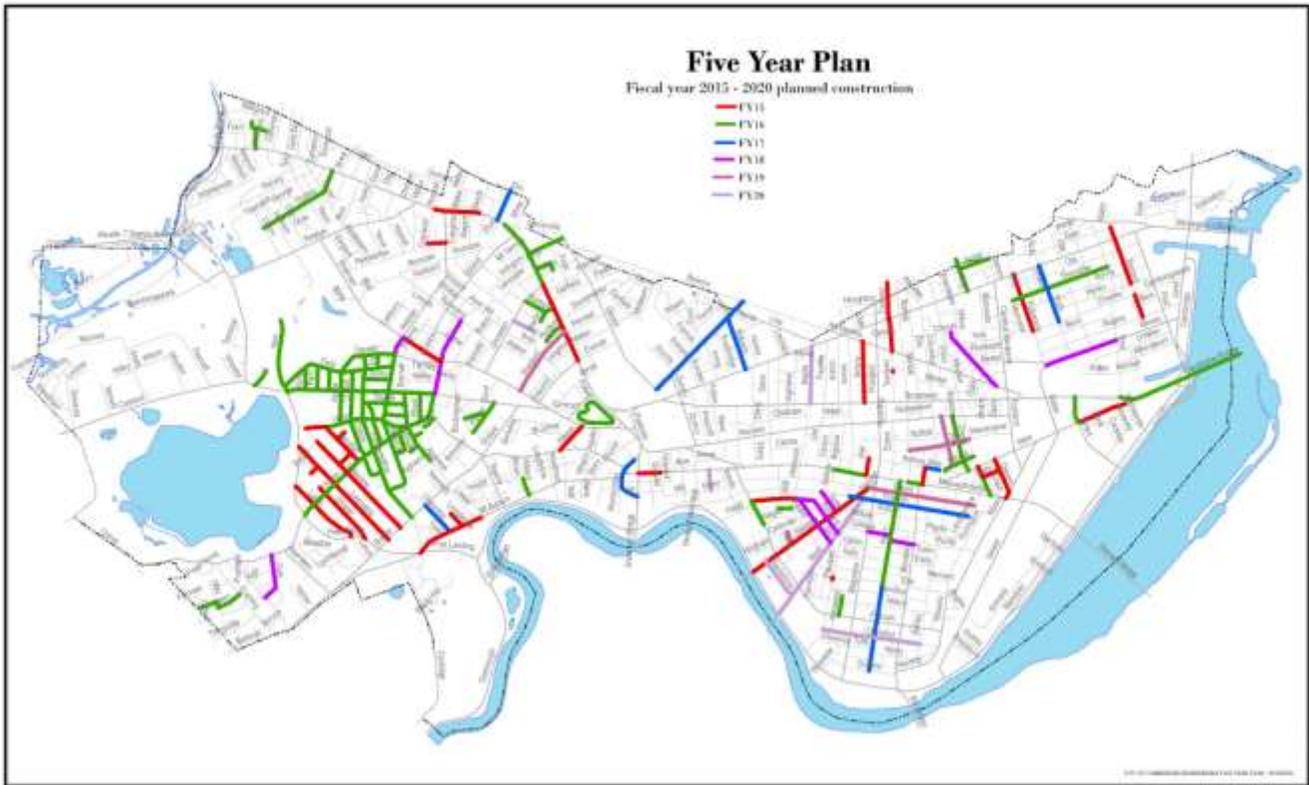
The City continues its strong commitment to designing and constructing Complete Streets. Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Through this program, City staff work closely with residents to develop Complete Streets designs that include streets, sidewalks, pedestrian ramps, bicycle facilities, traffic calming, street trees, and street furniture.

The FY16 capital appropriation includes \$7,959,015 (\$4,000,000 in bonds, \$3,854,505 in Chapter 90 funding, and \$104,510 from the Street Preservation Offset Fund). This is a \$3,371,000 increase over FY15. All streets and sidewalk projects are identified in the Five-Year Street and Sidewalk Reconstruction Plan (see map on next page), which can be found at [www.cambridgema.gov/theworks](http://www.cambridgema.gov/theworks).

FY16 construction projects include:

STREET	FROM	TO	COST
Cemetery: 5-Year Street & Drainage Plan			\$100,000
Cherry Street	Main Street	Harvard Street	\$580,000
Dudley Street	Massachusetts Avenue	Clifton Street	\$630,000
Harding Street	South Street	Cambridge Street	\$410,000
Hayes Street	Howard Street	end	\$75,000
Healey Street	Parker Street	Buckingham Street	\$305,000
Hudson Street	Massachusetts Avenue	Hudson Place	\$250,000
Kenwood Street	Putnam Avenue	Prince Street	\$235,000
Lawn Street	Oxford Avenue	Cushing Street	\$475,000
Main Street/Broadway/Longfellow Bridge			\$950,000
Martin Street	Massachusetts Avenue	Bowdoin Street	\$405,000
Mt. Auburn Street	JFK Street	Holyoke Street	\$500,000
New Street	Concord Avenue	end	\$545,000
Parker Street	Buckingham Street	Concord Avenue	\$485,000
Pearl Street	Massachusetts Avenue	Erie Street	\$840,000
Porter Street	Harding Street	Warren Street	\$375,000
Putnam Avenue	Magee Street	Kinnaird Street	\$40,000
School Street	Bishop Allen Drive	Windsor Street	\$330,000
Windsor Street	Massachusetts Avenue	State Street	\$45,015
Miscellaneous Sidewalk Contract			\$384,000
<b>TOTAL COST</b>			<b>\$7,959,015</b>

# KEY INITIATIVES



Rendition from the winning design for Connect Kendall

## CONNECT KENDALL

This past year, CDD completed a public process to explore ways to provide a network of well connected, managed, and programmed parks and open spaces that serve a variety of users, and provide a range of experiences and environments in the Kendall Square area. To promote creativity and innovative ideas during this process, the City conducted a planning and design competition to

develop an open space framework for the area. The competition attracted a wide range of planning and design firms to encourage new thinking regarding not only open space design, but also the overall public realm, connections, programming, and place making.

The four finalist teams selected to participate in the Connect Kendall Square Open Space Planning Competition each developed a planning and design framework for open space in Kendall Square and eastern Cambridge. The competition jury evaluated the submissions based on the Project Vision and Planning and Design Goals created by the Eastern Cambridge Kendall Square Open Space Study Committee. Visit [www.connectkendallsquare.com](http://www.connectkendallsquare.com) to read about the winning plan!

## KEY INITIATIVES

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### CURBSIDE ORGANICS COLLECTION

In the fall of 2015, the City will expand curbside collection of household food scraps (“organics”) to the entire Monday collection route. Eligible residences include single-family homes and multi-family buildings with 12 units or less and must have City trash service. This expansion builds on the curbside organics pilot program that began in April 2014, serving over 600 participating households in North Cambridge.



Household food waste becomes nutrient-rich compost for gardening, agriculture, and landscaping

By increasing the number of households served by curbside organics pick-up, the City will divert valuable material from landfills and incinerators and instead compost it into excellent soil used to grow healthy food and plants. Composting also helps protect the climate by lowering methane emissions at landfills. Curbside organics collection will expand citywide in future years. Public Works will hire a full-time Recycling Program Manager to coordinate program expansion and outreach to residents. Visit [www.cambridgema.gov/compostpickup](http://www.cambridgema.gov/compostpickup) to learn more about the program.

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### DOMESTIC AND GENDER-BASED VIOLENCE PREVENTION INITIATIVE

In FY15, the City Manager’s Office launched the new Cambridge Domestic and Gender-Based Violence Prevention Initiative, a unique and pioneering collaborative partnership that includes community organizations, residents, City departments, and a newly created Coordinator position. This group is currently undertaking a comprehensive citywide needs assessment to provide the City with a clear understanding of existing resources as well as what would be necessary to improve the City’s prevention and intervention response to domestic and gender-based violence.

The initiative will engage the many communities that make up Cambridge with particular emphasis on communities of color, non-English speaking groups traditionally underrepresented in decision-making leadership, youth, and the GLBT community. The needs assessment will guide the initiative’s way forward as we endeavor to develop and provide accessible, safe, and relevant strategies and resources to prevent and respond to domestic and gender-based violence.

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### EARLY CHILDHOOD TASK FORCE

The Early Childhood Task Force is a group of City and School administrators, family and childcare providers, and other professionals who provide supports to young children and families. Their charge is to ensure that all children have access to high quality care and education. The task force has put together an inventory of services currently provided throughout the City, surveyed providers on their practices, and are looking at early learning models used across the country. The task force will submit its recommendations on how to strengthen the early childhood system throughout Cambridge to the City Council in FY16.

# KEY INITIATIVES

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## E-GOV ENHANCEMENTS

In FY16, the City will invest \$3,450,000 of capital funds in IT initiatives to achieve the following goals:

- Improve citizen experience and interaction with the City
- Increase transparency and access to information
- Improve technology-enabled City services
- Increase efficiencies of City operations
- Enhance cross-departmental collaboration and innovation

The IT Department will add three new positions in FY16 as part of the Department's strategic realignment to match staff resources and skills with these goals. FY16 E-Gov initiatives include:

- Budget: Budget System Enhancements (\$25,000)
- Budget: OpenGov (\$12,400)
- City Clerk: Legislative Management Platform (\$30,000)
- ECC: Public Safety A/V (\$120,000)
- ECC: Public Safety Veeam Backup Hardware (\$30,000)
- Executive: Media (print/digital/video) Monitoring, Analytics & Database Package (\$18,000)
- Executive: Multi-departmental Community Engagement Pilot Program (\$25,000)
- Executive: Public Safety Study (\$100,000)
- Executive: Social Media Management Software (\$8,400)
- Finance: PeopleSoft Upgrade for Tools (8.53) and Financials (9.2) (\$615,000)
- Finance: Time & Attendance Software (\$80,000)
- Fire: Network Configuration Management Software (\$10,000)
- Human Services: Finding Activities & Services in Cambridge Part 2 (\$26,000)
- Human Services: Public Wi-Fi Upgrade for Community Learning Center (\$5,000)
- ITD: 3D Model Maintenance & Workflow (\$25,000)
- ITD: City Website Redesign - Development (\$100,000)
- ITD: Equipment Replacement (\$250,000)
- ITD: GIS Database Replication (\$7,500)
- ITD: IT Support Ticket System (\$18,000)
- ITD: Network Filter between CRLS and City Hall (\$10,000)
- ITD: Off-site Disaster Recovery (\$19,000)
- ITD: Replace Core Router at City Hall (\$280,000)
- ITD: Riverbed Network Monitor Upgrade (\$80,000)
- ITD: Sitecore Digital Marketing System (\$40,000)
- ITD: Socrata Open Data Software (\$35,000)
- ITD: VOIP Phone Conversions (\$154,955)
- Law: Legal Practice Management Software (\$56,300)
- Library: Main Library Automated Check-in/Sorting - Construction (\$300,000)
- Library: Main Library Automated Check-in/Sorting - Phase 2 (\$350,000)
- Library: Management of Public Computer Access & Wireless Printing (\$33,450)
- Personnel: Multimedia Training - Digital Video Path (\$15,200)
- Police: Interview Recording Hardware (\$40,000)
- Police: Legacy SQL Server Upgrade (\$65,000)
- Police: Microsoft SCCM Server (\$50,000)
- Police: Security Camera Replacements (\$40,000)
- Police: Server Replacement Cycle (\$50,000)
- Police: SharePoint Intranet Upgrade (\$60,000)
- Public Works: Install Automatic Fueling Devices on Rest of City Fleet (\$55,000)
- Public Works: Security Enhancements at City Hall (\$210,795)

In addition, the City's Broadband Task Force, chaired by the City's Director of Communications and Community Relations, will continue to examine broadband service in Cambridge and evaluate the city's internet infrastructure. The Task Force will examine options to increase competition, reduce pricing, and improve speed, reliability, and customer service for residents and businesses. The Task Force will investigate scenarios for leveraging the City's current or future fiber assets to expand access to broadband services.

## KEY INITIATIVES

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The Main Library (photo credit: Robert Benson Photography for William Rawn Associates)

### EXPANDED SELF-SERVICES AT THE MAIN LIBRARY

In FY16, the Main Library entrance will be redesigned to allow for expanded self-checkout and the implementation of self-service holds. The Library will also add an automated return and sorting system to handle the 2,000,000+ items that are checked out and returned to the Main Library each year. These systems will allow the Library to manage the more than 50% growth in circulation with existing staff levels.

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### FAMILY ENGAGEMENT

Family engagement continues to be a centerpiece of DHSP programming. Some of the most meaningful family engagement occurs in the early childhood programs at the Center for Families and Baby University. DHSP staff intentionally and repeatedly invite immigrant and underserved families to participate in programming and teach techniques and strategies to support children's learning and development. In addition, with support from the Agenda for Children this year, DHSP's out-of-school time programs have focused on family engagement by piloting new and different strategies to partner more deeply with families in order to support young people's success.



Community Engagement Team staff meet with families during a picnic event

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### FINANCE DEPARTMENT UPGRADES

The Finance Department has hired a consultant to provide analysis and implementation services to assist the City in upgrading Oracle PeopleSoft Software to version 9.2 for the financial and human resources applications. The goal is to utilize the software's enhanced functionality to reduce the time and effort spent on transactional tasks and focus on strategic value-adding activities.

In addition, Finance and IT are collaborating to identify a time and attendance software that will integrate with PeopleSoft. The program will automate timesheets and feature a scheduling component to improve efficiency in record keeping and managing employees' time. The Personnel Division is launching an automated online recruitment and tracking system, which will improve the format of data received from applicants and allow for more effective evaluations of an applicant's training and experience. Finance will continue to review how departments transact business and assist in implementing credit and debit card acceptance at certain locations. Auditing will continue to review its accounts payable function and seek new ways to automate transactions and become paperless.

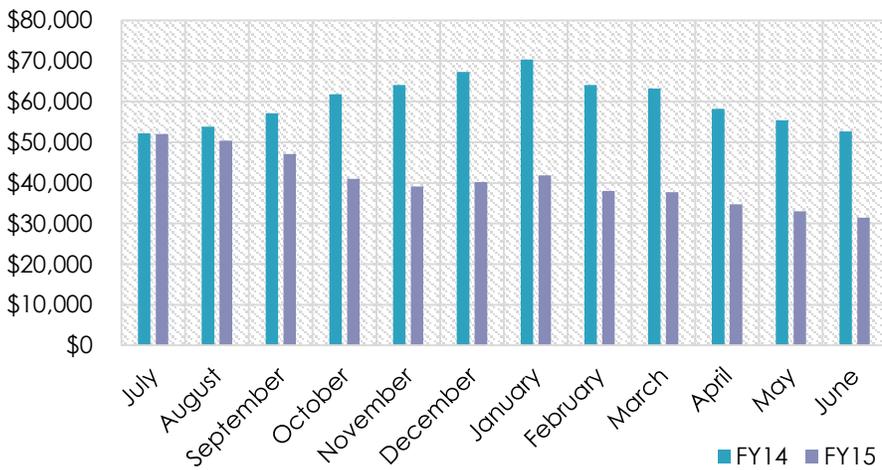
# KEY INITIATIVES

## FIRE DEPARTMENT ENERGOV PERMITS

In FY16, the Fire Department (CFD) will begin design and development with IT to transition all fire-related permits to the EnerGov system. EnerGov uses GIS to allow visual interpretation of data, creates an efficient workflow that standardizes data entry, provides a user-friendly web interface for customers, and allows for more transparency by creating reports that can be uploaded to the City’s Open Data portal. The goal of transitioning to EnerGov is to make the permit process more convenient for applicants and to reduce the amount of leg work required for certain permits.



### LED PHASE ONE - COST SAVINGS



## LED STREETLIGHT CONVERSION

In FY15, the City completed LED conversion of all 4,900 neighborhood streetlights in the city. In FY16, the second phase of LED conversion will include decorative streetlights and park fixtures. The City Council approved a \$2,300,000 free cash appropriation to support this work.

Designed with the latest energy-efficient technology, the new

LED streetlights provide more consistent and appropriate illumination throughout the city. This conversion of approximately 7,100 fixtures will significantly reduce the City’s energy consumption and improve sustainability, safety, comfort, and the enduring beauty of Cambridge.



## NEXT GENERATION 911

In FY16, the Commonwealth of Massachusetts will deploy Next Generation 911 (NG911) to replace the existing Enhanced 911 system. This upgrade will improve aging 911 infrastructure to allow each of the state’s 249 Public Safety Answering Points to receive emergency calls via voice, text, telemetry, and imaged-based devices. This new technology will improve the safety of the public and our first responders, as well as provide greater access for special needs communities. The Emergency Communications, Police, and Fire Departments will work together to manage the transition and assess how NG911 will transform emergency communications in an increasingly wireless society.

# KEY INITIATIVES

## OFFICE OF COLLEGE SUCCESS

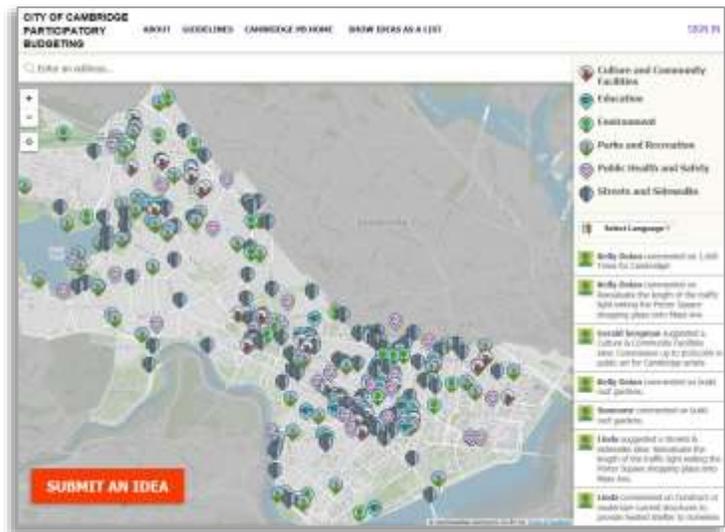
The Office of College Success was created in 2014 to lead the College Success Initiative, a collaboration between DHSP, community-based organizations, the Cambridge Public Schools, and institutions of higher education who are committed to increasing the college completion rate of low-income, first generation, and minority students enrolled in CRLS, the Community Learning Center, and YouthBuild.

For a variety of academic, financial, and social reasons, many Cambridge students enroll in college, but do not successfully graduate. The Office of College Success supports the College Success Initiative by coordinating organizations offering college access services, working with CRLS leadership and guidance staff to support students in the transition to post-secondary education, disseminating research and resources to improve knowledge and practice of College Success Initiative partners; and developing partnerships with local colleges to improve on-campus support for Cambridge students.

### PARTICIPATORY BUDGETING

In fall 2014, the City launched its first Participatory Budgeting (PB) process in which community members directly decided how to spend \$528,000 of the FY16 Public Investment budget.

In December, community members submitted over 380 ideas for projects to improve the city. From January to March, over 40 volunteer Budget Delegates prioritized and developed those ideas into 20 concrete project proposals for a public vote. From March 22-28, 2015, Cambridge residents age 12 and older voted for the final projects that the City will implement in FY16.



The City used an innovative online map tool to collect PB project ideas from community members

The following six projects won FY16 PB funding:

- 100 new trees in low-canopy neighborhoods (\$120,000)
- 20 new laptops for the Community Learning Center (\$27,000)
- 300+ bilingual books for children learning English (\$7,000)
- Public toilet in Central Square (\$320,000)
- 8 bike repair stations (\$12,000)
- Free public Wi-Fi in 6 outdoor locations (\$42,000)

For more details on each of these projects, please see Section VI. For more information on the next round of PB, please visit [www.cambridgema.gov/yourbudget](http://www.cambridgema.gov/yourbudget).

## KEY INITIATIVES

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### SMART METERS AND PAY-BY-PHONE PARKING

The Traffic, Parking, and Transportation Department (TPT) is exploring two new types of parking payment systems: smart meters and pay-by-phone programs.

Smart meters (shown to the left) accept credit/debit cards in addition to coins. A pay-by-phone program would allow people to pay for a parking space by using a smartphone app or by calling or texting instead of having to carry coins for parking meters.

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### STEAM COORDINATION OFFICE

Given the importance of science, technology, engineering, arts, and math (STEAM) to the local and regional economies, Cambridge will establish a STEAM Coordination Office in FY16 to develop a coherent network of learning and internship opportunities for students. Building on the many examples of innovative activities and partnerships that exist in both school-based and out-of-school time classrooms, the goal is to develop opportunities that expose students at all grade levels to STEAM. DHSP will hire a STEAM Coordinator to work with City departments, the schools, companies, and higher education partners to expand meaningful opportunities for students to gain STEAM skills and exposure to STEAM-related careers. The Coordinator will also develop ways to market opportunities to families to ensure diverse learners have access to a wide variety of educational, work-based, and enrichment opportunities.

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## SUSTAINABILITY

### CLIMATE CHANGE PREPAREDNESS PLANNING

The City will embark on an estimated two-year process to develop a climate change preparedness and resilience plan to address risks from increasing temperatures, precipitation, and sea level rise. The plan will utilize the 2015 Climate Change Vulnerability Assessment, which assessed the risks to the community from flooding and heat vulnerability and identified priority planning areas and issues. The preparedness and resilience plan will be coordinated with the forthcoming Citywide Plan.

### GEORGETOWN ENERGY PRIZE

Cambridge is one of 50 competitors for the \$5,000,000 Georgetown University Energy Prize, which challenges towns, cities, and counties to rethink their energy use and implement creative strategies to increase electric and natural gas efficiency. In FY16, the City will reach broadly into the community to educate and inspire residents and businesses to engage in the competition. Initiatives will include energy tracking for small multi-family buildings as part of a building energy use reduction competition, residential canvassing about energy efficiency and solar energy, and development of K-12 school energy education materials. To help win the prize, we're asking Cambridge residents to take specific action: get an energy assessment, tell your friends about the initiative, and share ideas for innovative energy-saving municipal and residential projects.

# KEY INITIATIVES

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## NET ZERO

The Getting to Net Zero Task Force, convened to develop an action plan for setting Cambridge on a path to eliminating greenhouse gases from building operations, met for a year to produce high-level recommendations in five key areas. The impacts of the recommended actions were modeled at the community level and are projected to achieve a 70% reduction in annual emissions from the Cambridge building stock by 2040 and set the city on a trajectory to achieving net zero emissions after 2050.

The recommendations were reviewed by local stakeholders at meetings with industry groups, outside experts, and the general public. The recommendations are comprehensive and include strategies for increasing energy efficiency of both existing buildings and new construction as well as for greening the energy supply. The action plan will be reviewed every five years to ensure it remains effective and reflects both the evolving state of technology and the Cambridge economy. In FY16, CDD will hire a Net Zero Planner to help implement these recommendations. Learn more about Net Zero on CDD's website at [www.cambridgema.gov/cdd](http://www.cambridgema.gov/cdd).



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## SUSTAINABILITY IN CITY OPERATIONS

While Cambridge moves toward becoming a net-zero emissions community, the City is leading by example in its municipal operations. FY16 program highlights include:

- Multi-year, \$27,000,000 initiative to upgrade municipal buildings, including optimizing opportunities for greenhouse gas reduction and climate change resiliency during capital improvements.
- Building on the retrofits and investments that helped Cambridge meet the 20% Massachusetts Green Communities energy reduction goal from the 2008 baseline, such as expanding outdoor lighting LED conversion to include all park and decorative fixtures and implementing lighting, HVAC, and envelope improvements at City and school facilities.
- Pursuing an integrated strategy to maximize the use of energy from renewable sources, including new rooftop solar installations at the Sullivan Water Purification Facility, Kennedy-Longfellow School, and MLK, Jr./Amigos School.

# KEY INITIATIVES

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## WATER DEPARTMENT INITIATIVES

The Water Department continues to implement a multitude of projects to protect the Fresh Pond Reservation and provide a safe, uninterrupted water supply of the highest quality to community members. Key FY16 projects include:

- Enhancing customer service by improving the notification process so that customers are aware of when their water usage becomes higher than normal. The Department will continue to provide online access to real-time meter reads and will explore phone call and text message alert options for customers.
- Installing photovoltaic solar panels on the water treatment plant roof to provide renewable electrical energy savings. This project will be completed by fall 2015.
- Phase II of Kingsley Park restoration, which focuses on landscape restoration.
- Installing variable frequency drives on raw water pumps to achieve significant energy savings. The project is currently in the design phase and is expected to be completed in late 2017 at a cost of \$4,000,000.



Fresh Pond

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## **SECTION II**

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### **CITY OVERVIEW**

# GUIDE TO THE BUDGET

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The FY16 budget document is organized into the following eight sections:

1. **Introduction:** This section starts with the City Manager’s budget message, which concisely communicates City Council policies and priorities driving the budget process and highlights major changes and key initiatives included in the FY16 budget. This section also includes a list of the City Council’s goals and corresponding icons, which appear throughout the document to illustrate how departmental objectives and capital projects align with the Council’s broader goals for the City.
2. **City Overview:** This section begins with a short “guide” to the budget, which includes instructions on how to read pages in the Expenditures and Public Investment sections of this document. The City Profile provides a demographic and economic overview of Cambridge, the organizational chart illustrates the functional structure of City government, and the department directory provides contact information and locations for all City departments. Next, the benchmarks section provides visuals for many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Finally, this section ends with a position list of all full-time budgeted positions for FY14-16.
3. **Financial Summaries:** This section includes summaries of the FY16 operating and capital budgets, an overview of the City’s budget process and calendar, explanations of the City’s financial policies, a list of key grants received by City departments, the City’s long-term financial plans, and an overview of the City’s fund structure and Fund Balances.
4. **Revenue:** This section summarizes all sources of revenue used to fund the operating budget. Revenues are organized according to six basic categories: charges for services, fines and forfeits, intergovernmental revenue, licenses and permits, miscellaneous revenue, and taxes.
5. **Expenditures:** This section presents the financing plans and planned expenditures for each City department. Departments are organized alphabetically within six functions: General Government, Public Safety, Community Maintenance and Development, Human Resources and Development, Education, and Intergovernmental.
6. **Public Investments:** This section outlines the financial plan and planned expenditures for the City’s capital projects. Capital projects are organized according to five functions: General Government, Public Safety, Community Maintenance and Development, Human Resources and Development, and Education.
7. **Appropriations:** This section summarizes the financial plans and planned expenditures for the operating and capital budgets, with the exception of capital projects that will be funded by bond proceeds.
8. **Glossary & Index:** This section contains a glossary of budget-related terms, a helpful acronym table, and an index.

The following pages explain the layout of a department’s operating budget overview in Section V (Expenditures) and a capital project page in Section VI (Public Investments).

# GUIDE TO THE BUDGET

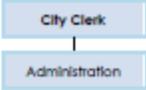
## OPERATING BUDGET – DEPARTMENT OVERVIEW

### CITY CLERK

**1 DEPARTMENT OVERVIEW**

The City Clerk is the official record keeper for the City of Cambridge. Records kept by the Clerk's Office include vital statistics (including births, marriages, domestic partnerships, and deaths) as well as business and professional certificates. The City Clerk is responsible for City Council documents, appeals relating to Board of Zoning Appeal and Planning Board cases, state and child support tax liens, and all notifications of meetings of municipal bodies. The City Clerk is also the official keeper of the City Seal. All documents and notifications are available to the public, with some exceptions pertaining to vital records.

In addition to vital records, the City Clerk's Office has records of Cemetery Deeds for the Cambridge Cemetery and municipal and zoning ordinances of the City. The Clerk's Office maintains a list of rules and regulations for various departments, boards, and commissions in Cambridge.



**3 DEPARTMENT FINANCIAL OVERVIEW**

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$247,475	\$244,000	\$242,000
INTERGOVERNMENTAL REVENUE	\$19,300	\$19,300	\$19,300
LICENSES & PERMITS	\$42,140	\$40,000	\$40,000
TAXES	\$824,965	\$945,905	\$822,635
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,133,880</b>	<b>\$1,249,205</b>	<b>\$1,123,935</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$965,615	\$1,103,020	\$1,063,405
OTHER ORDINARY MAINTENANCE	\$42,285	\$56,110	\$56,110
TRAVEL & TRAINING	\$375	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,008,275</b>	<b>\$1,163,550</b>	<b>\$1,123,935</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>11</b>	<b>10</b>

page V-2

- 1** Each departmental section of the operating budget begins with an overview of that department's core work and functions.
- 2** The departmental org chart reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- 3** This financial table displays revenue, expenditures, and full-time budgeted personnel for the entire department for the prior fiscal year (FY14 actuals), the current fiscal year (FY15 projections), and budgeted fiscal year (FY16 budget). Personnel counts do not include part-time employees or grant-funded positions.

# GUIDE TO THE BUDGET

## OPERATING BUDGET – DIVISION OVERVIEW

1

### CITY CLERK - ADMINISTRATION

2

**MISSION & SERVICES**  
 The City Clerk's Office responds to a wide variety of public inquiries and provides assistance with birth certificates and other vital records in English, French, Haitian Creole, Portuguese, and Spanish. The Clerk's Office strives to preserve original records from Cambridge's municipal beginnings in 1630 while simultaneously using modern technology to make information more accessible to members of the community.

4

**FY16 OBJECTIVES & PERFORMANCE MEASURES**

- 1. Accurately establish, maintain, correct, index, and certify all vital records, business records, and other important City records in a timely manner and provide access to the public.
- 2. Produce City Council agenda for distribution; record all actions taken at meetings; distribute timely notification of Council actions; index all items acted upon; and produce and maintain permanent, bound records of City Council proceedings.
- 3. Improve dissemination of public information and customer service.
- 4. Continue preservation of vital and historical records.

5

Obj.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within 2 months	100%	100%	100%
2	Permanent bound record ready for publication within 18 months after completion of the legislative year	100%	100%	100%
2	Agenda ready for distribution 72 hours prior to regular City Council meetings	100%	100%	100%
2	Notification of Council actions completed 36 hours after meeting	100%	100%	100%
2	Number of updates to the Municipal Code distributed to subscribers	1	1	1
3	City Council agenda published accurately on the City's website 72 hours prior to meeting	100%	100%	100%
3	Expand accepting credit card payments to online and in the Clerk's office	n/a	n/a	100%

6

**DIVISION FINANCIAL OVERVIEW**

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$965,615	\$1,103,020	\$1,063,405
OTHER ORDINARY MAINTENANCE	\$42,285	\$56,110	\$56,110
TRAVEL & TRAINING	\$375	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,008,275</b>	<b>\$1,163,550</b>	<b>\$1,123,935</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>11</b>	<b>10</b>

A sample of the City Clerk's historical record collection

3

page V-3

- 1 After the department overview page, each division within a department will have one page that summarizes its strategic and financial plans for FY16.
- 2 Each division overview page begins with a description of the division's mission, programs, and services in greater detail than appears on the departmental summary page.
- 3 Many divisions included images to provide further context for their work.
- 4 This section presents the division's objectives for FY16. Many objectives directly further City Council goals, as indicated by the goal icons to the left of the objectives. Please see Section I for a list of all City Council goals and corresponding icons.
- 5 Each performance measure ties to a specific objective above.
- 6 This table displays division-specific expenditures and full-time budgeted employees.

# GUIDE TO THE BUDGET

## PUBLIC INVESTMENT BUDGET - PROJECT PAGES

**GENERAL GOVERNMENT** 1

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**PROJECT FN16702: PARTICIPATORY BUDGETING - BIKE REPAIR STATIONS**

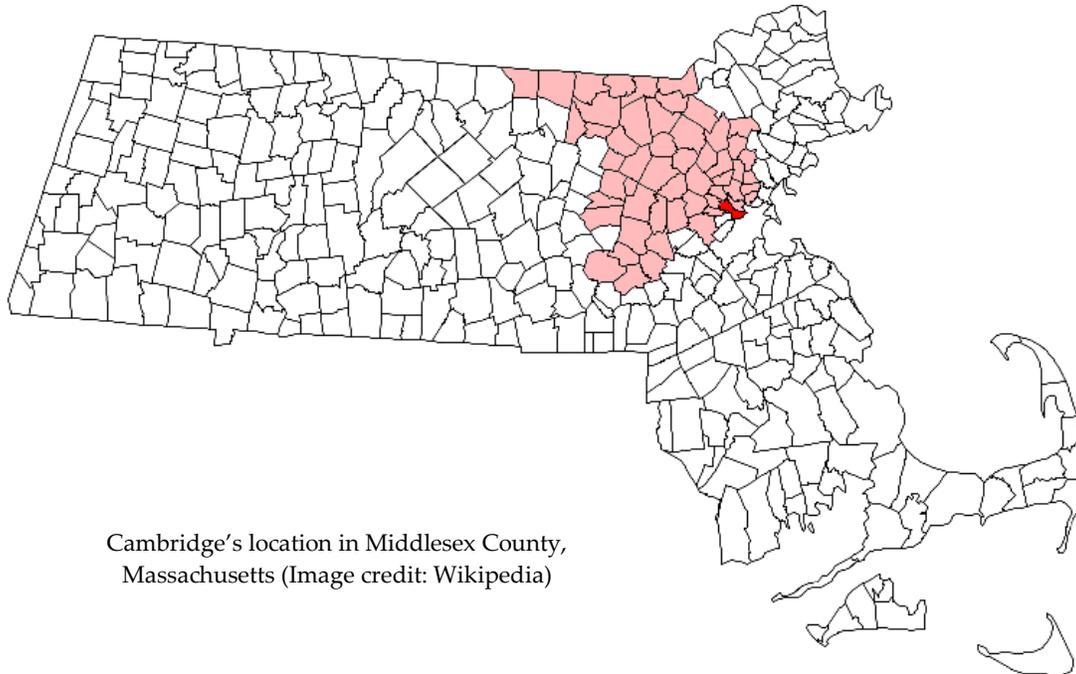
FY16 PROJECT DESCRIPTION		CITY COUNCIL GOALS				
<p>\$12,000 will be used to install eight bike repair stations with tools and bike pumps around the City for cyclists to quickly, easily, and freely fix routine bike problems. The City estimates that each bike repair station will cost \$1,500. This project supports bike use and a healthy lifestyle. Locations include:</p> <ol style="list-style-type: none"> <li>1. Alewife T stop area/Minuteman trail access</li> <li>2. Central Square Library (see photo)</li> <li>3. Valente Library in East Cambridge</li> <li>4. Inman Square - Vellucci Plaza</li> <li>5. Fresh Pond Parkway</li> <li>6. Memorial Drive, near Corporal Burns Park or Riverside neighborhood park</li> <li>7. North Point Park</li> <li>8. Porter Square</li> </ol>						
IMPACT ON OPERATING BUDGET						
<p>Installation and maintenance of the bike repair stations will have no financial impact on CDD's operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$12,000	\$0	\$0	\$0	\$0	\$12,000
<b>GRAND TOTAL</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>
FY17-FY20 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for Participatory Budgeting projects.</p>		

page VI-12

- 1 Public Investment project pages begin by listing the function the project falls under (e.g. General Government, Public Safety) at the top, followed by an internal project code and the project title.
- 2 This section describes the work that will be done with FY16 capital funds.
- 3 Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals.
- 4 This section describes how the project will financially impact the operating budget (if at all).
- 5 The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.
- 6 This section describes how future funding allocations will be used.
- 7 Each project includes an image to provide further context for the work that will be done.
- 8 This section describes how prior year funding for the project (if any exists) was used.

# CITY OF CAMBRIDGE PROFILE

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Cambridge's location in Middlesex County, Massachusetts (Image credit: Wikipedia)

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 2010 Census, Cambridge's population in calendar year 2010 was 105,162 people, down from a 1950 peak of 120,740, but up from the 2000 population of 101,355.

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 Councillors 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 in 1630. It is also home to the Massachusetts Institute of Technology (MIT), Lesley University, and Cambridge College. Over one-fourth of residents are students, and approximately one in five of all jobs are in these institutions. Yet Cambridge is more than a university city. It features high-tech workers and professionals, political activists, street musicians, and immigrants from around the world.

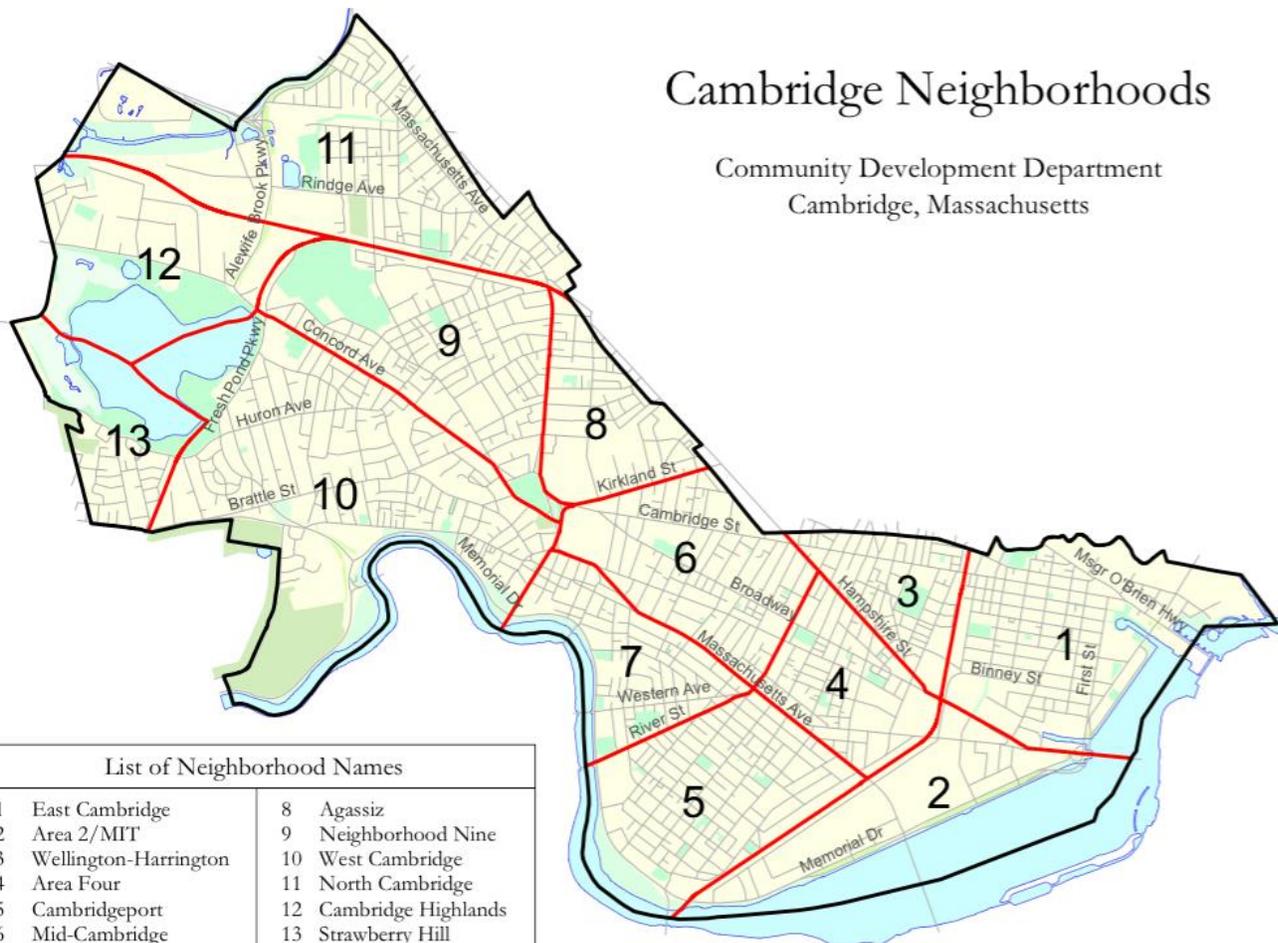
## DEMOGRAPHIC SUMMARY

- Cambridge residents live closely together; only 10 U.S. cities with a population over 50,000 are denser. (Source: 2010 U.S. Bureau of Census)
- Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid Cambridge). (Source: 2010 US Bureau of Census) Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.

# CITY OF CAMBRIDGE PROFILE

## Cambridge Neighborhoods

Community Development Department  
Cambridge, Massachusetts



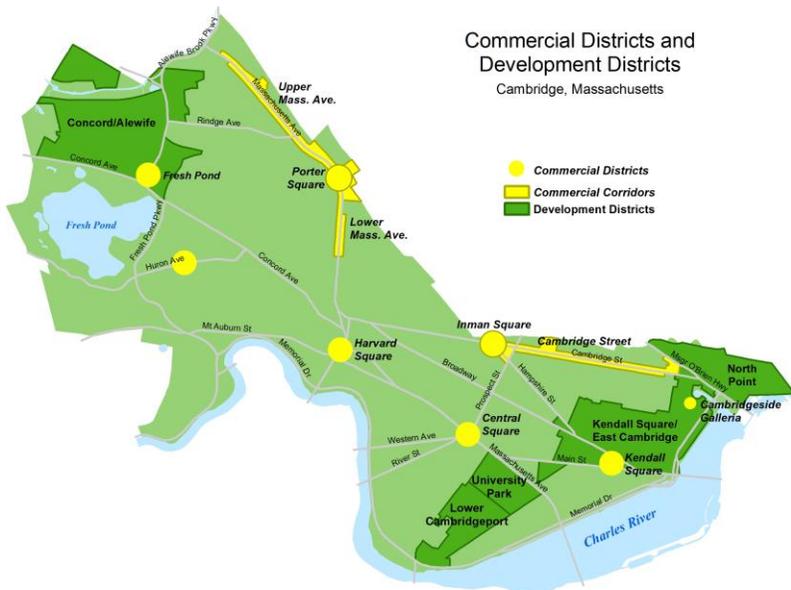
- Cambridge is ethnically diverse. 67% of all residents are white; 12% are black; 15% are Asian; and 6% are other races, including American Indian, Pacific Islander, or two or more races in combination. 8% of all residents are of Hispanic background. (Source: 2010 U.S. Bureau of Census)
- 25% of residents are foreign born. Of those, over 40% were born in Asia and 25% were born in Europe. One third of residents speak a language other than English at home. Of these, 15% speak Spanish and 15% speak Chinese. The remainder uses a wide variety of languages. (Source: CDD)
- Cambridge is a city of renters. 65.4% of all households rent; 34.6% own. (Source: CDD)
- Approximately 7.5% of homes are single family; 14.3% are two families; 12.6% are three families; 15.8% are in 4-12 unit buildings; and 49.8% are buildings of 13 or more units. Of this housing stock, 27% of units are condominiums; 5.6% are mixed use residential/commercial buildings; and 2.4% are rooming houses. 14.8% of all units are publicly controlled or subsidized for affordability. (Source: CDD)
- The Census recorded 44,032 households in 2010. Of these, 41% are single person households, one of the largest proportions in Massachusetts, 40% are family households, and 19% consist of roommates or unmarried partners. (Source: CDD)
- 17,420 families reside in Cambridge; 6,972 are families with minor children. (Source: CDD)

# CITY OF CAMBRIDGE PROFILE

- 94.0% of residents who are 25 years or older are high school graduates, while 74.3% of the same age group have completed four or more years of college. (Source: 2010-2012 American Community Survey)

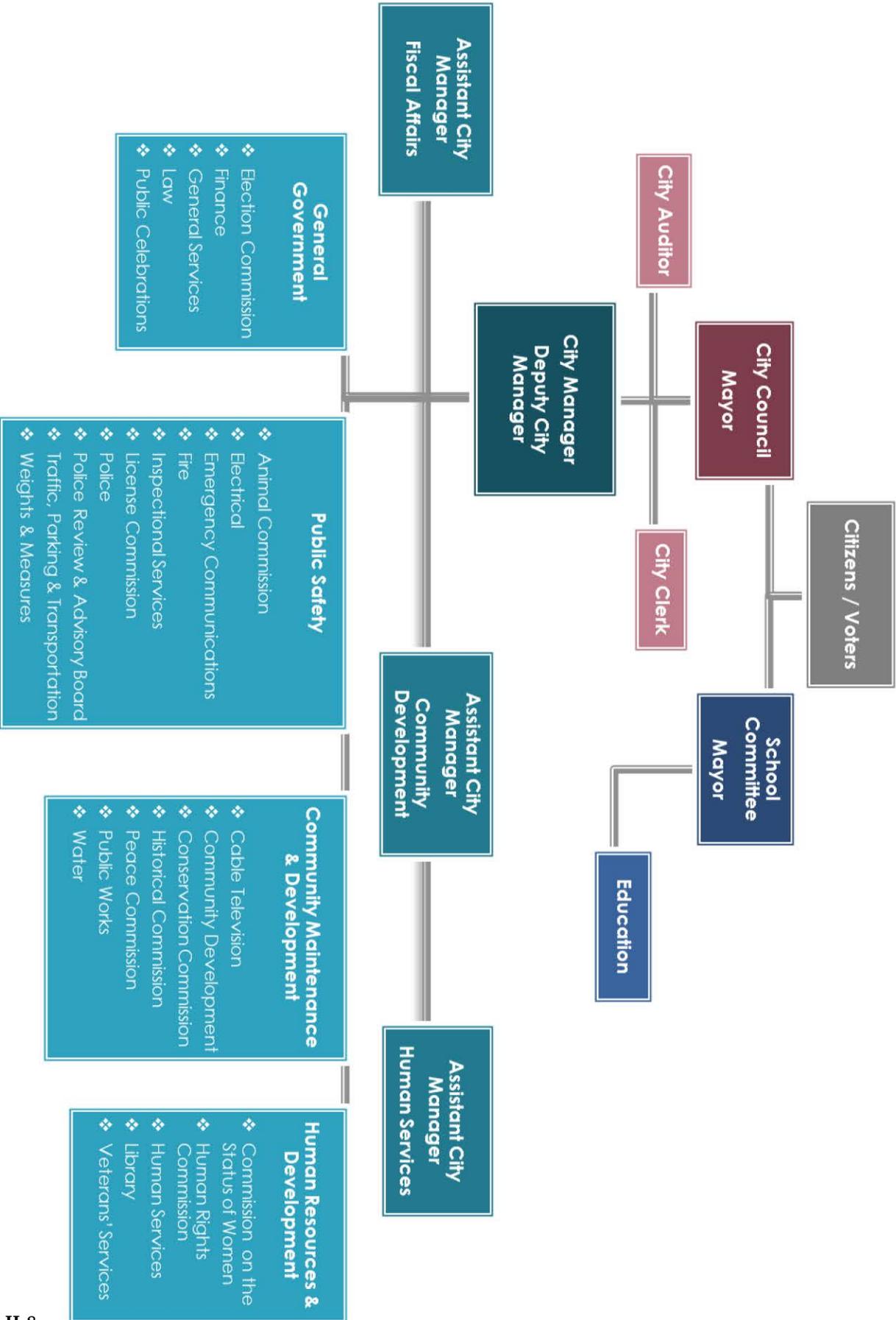
## ECONOMIC SUMMARY (SOURCE: CDD)

- The City’s per capita personal income of \$62,213 (2013) is higher than the Massachusetts, Boston, and U.S. averages.
- 2013 employment totaled 111,498, with private sector employment comprising 92.8% of total jobs.
- Cambridge’s December 2014 unadjusted unemployment rate of 2.8% remains lower than the Boston PMSA, Massachusetts, and U.S. averages.
- Cambridge continues to maintain a high job to resident ratio, with 1.06 jobs for each resident.
- Education and health services leads the way among employment sectors, followed by professional and business services.
- Led by Harvard University and MIT, the higher education sector continues to drive the job market, employing more than 19,000 people.
- Preeminent research institutions such as MIT, Harvard, the Broad Institute, and the Whitehead Institute act as a magnet for commercial investment in the city and drive innovation.
- Cambridge continues to maintain and strengthen its position as a national leader in life sciences and high tech. According to the Massachusetts Biotechnology Council, by 2014, Cambridge had become home to 130 biopharma companies, the highest number in the Commonwealth. Biotechnology and pharmaceutical employment exceeds 10,000 workers.
- In the high tech sector, Google, Microsoft, Amazon, Facebook, HP, EMC/VMWare, IBM, and other major firms in the software, hardware, and internet spaces have research and development operations in the city, while Akamai and Pegasystems are headquartered here. In 2013, the Kaufman Foundation found that the Cambridge area has the fourth highest high tech startup density in the nation.



COMMUNITY INFORMATION	
Number of City Pools	2
Number of Community Schools	12
Number of Parks & Play Areas	80
Number of Public Golf Courses	1
Number of Senior Citizen Centers	2
Number of Youth Centers	5

# CITY OF CAMBRIDGE ORGANIZATIONAL CHART



## DEPARTMENT DIRECTORY

<p><b>AFFIRMATIVE ACTION</b></p>	<p>Director: Duane Brown          Address: 795 Massachusetts Avenue, 3rd floor          Phone: (617) 349-4331          Email: <a href="mailto:dbrown@cambridgema.gov">dbrown@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/aff">http://www.cambridgema.gov/aff</a></p>
<p><b>ANIMAL COMMISSION</b></p>	<p>Director: Mark McCabe          Address: 344 Broadway, 1st floor          Phone: (617) 349-4376          Email: <a href="mailto:animalcommission@cambridgema.gov">animalcommission@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/animal">http://www.cambridgema.gov/animal</a></p>
<p><b>ASSESSING</b></p>	<p>Director: Robert Reardon          Address: 795 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4343          Email: <a href="mailto:rreardon@cambridgema.gov">rreardon@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/assess">http://www.cambridgema.gov/assess</a></p>
<p><b>AUDITING</b></p>	<p>City Auditor: Jim Monagle          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4240          Email: <a href="mailto:jmonagle@cambridgema.gov">jmonagle@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/audit">http://www.cambridgema.gov/audit</a></p>
<p><b>BUDGET DEPARTMENT</b></p>	<p>Director: Jeana Franconi          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4270          Email: <a href="mailto:jfranconi@cambridgema.gov">jfranconi@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/budget">http://www.cambridgema.gov/budget</a></p>
<p><b>CAMBRIDGE ARTS COUNCIL</b></p>	<p>Executive Director: Jason Weeks          Address: 344 Broadway, 2nd floor          Phone: (617) 349-4380          Email: <a href="mailto:cambridgearts@cambridgema.gov">cambridgearts@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/arts">http://www.cambridgema.gov/arts</a>   <a href="https://www.facebook.com/CambridgeArtsCouncil">https://www.facebook.com/CambridgeArtsCouncil</a>   <a href="https://twitter.com/cambridgearts">https://twitter.com/cambridgearts</a></p>
<p><b>CITY CLERK</b></p>	<p>City Clerk: Donna Lopez          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4260          Email: <a href="mailto:dlopez@cambridgema.gov">dlopez@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cityclerk">http://www.cambridgema.gov/cityclerk</a></p>
<p><b>CITY COUNCIL</b></p>	<p>Executive Assistant to the City Council: Sandra Albano          Address: 795 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4280          Email: <a href="mailto:council@cambridgema.gov">council@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/ccouncil">http://www.cambridgema.gov/ccouncil</a></p>

# DEPARTMENT DIRECTORY

<p><b>CITY MANAGER'S OFFICE</b></p>	<p>City Manager: Richard Rossi; Deputy City Manager: Lisa Peterson          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4300          Email: <a href="mailto:citymanager@cambridgema.gov">citymanager@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cmanager">http://www.cambridgema.gov/cmanager</a></p>
<p><b>COMMUNITY DEVELOPMENT DEPARTMENT</b></p>	<p>Acting Assistant City Manager for Community Development: Iram Farooq          Address: 344 Broadway          Phone: (617) 349-4600          Email: <a href="mailto:cddat344@cambridgema.gov">cddat344@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/CDD">http://www.cambridgema.gov/CDD</a>   <a href="https://www.facebook.com/CDDat344">https://www.facebook.com/CDDat344</a>   <a href="https://twitter.com/CDDat344">https://twitter.com/CDDat344</a>   <a href="http://instagram.com/cddat344">http://instagram.com/cddat344</a>   <a href="http://cddat344.tumblr.com/">http://cddat344.tumblr.com/</a></p>
<p><b>CONSERVATION COMMISSION</b></p>	<p>Director: Jennifer Letourneau          Address: 344 Broadway          Phone: (617) 349-4680          Email: <a href="mailto:jletourneau@cambridgema.gov">jletourneau@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cc">http://www.cambridgema.gov/cc</a></p>
<p><b>ELECTION COMMISSION</b></p>	<p>Executive Director: Tanya Ford          Address: 51 Inman Street          Phone: (617) 349-4361          Email: <a href="mailto:elections@cambridgema.gov">elections@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/election">http://www.cambridgema.gov/election</a></p>
<p><b>ELECTRICAL DEPARTMENT</b></p>	<p>City Electrician: Steve Lenkauskas          Address: 250 Fresh Pond Parkway          Phone: (617) 349-4925          Email: <a href="mailto:slenkauskas@cambridgema.gov">slenkauskas@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/electrical">http://www.cambridgema.gov/electrical</a></p>
<p><b>EMERGENCY COMMUNICATIONS</b></p>	<p>Director: Christina Giacobbe          Address: 125 Sixth Street          Phone: (617) 349-6911          Email: <a href="mailto:ecadminrequests@cambridge911.org">ecadminrequests@cambridge911.org</a>          Website: <a href="http://www.cambridgema.gov/ec1">http://www.cambridgema.gov/ec1</a></p>
<p><b>FINANCE DEPARTMENT</b></p>	<p>Assistant City Manager for Fiscal Affairs: Louis DePasquale          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4220          Email: <a href="mailto:treasurer@cambridgema.gov">treasurer@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/finance">http://www.cambridgema.gov/finance</a></p>

## DEPARTMENT DIRECTORY

<p style="text-align: center;"><b>FIRE DEPARTMENT</b></p>	<p>Fire Chief: Gerald Reardon          Address: 491 Broadway          Phone: (617) 349-4900          Email: <a href="mailto:fdcontact@cambridgefire.org">fdcontact@cambridgefire.org</a>          Website: <a href="http://www.cambridgema.gov/cfd">http://www.cambridgema.gov/cfd</a>   <a href="https://twitter.com/CambridgeMAFire">https://twitter.com/CambridgeMAFire</a></p>
<p style="text-align: center;"><b>HISTORICAL COMMISSION</b></p>	<p>Executive Director: Charles Sullivan          Address: 831 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4683          Email: <a href="mailto:histcomm@cambridgema.gov">histcomm@cambridgema.gov</a>          Website: <a href="http://www2.cambridgema.gov/Historic">http://www2.cambridgema.gov/Historic</a>   <a href="https://www.facebook.com/cambridgehistcomm">https://www.facebook.com/cambridgehistcomm</a>   <a href="https://www.flickr.com/photos/cambridgehistoricalcommission">https://www.flickr.com/photos/cambridgehistoricalcommission</a></p>
<p style="text-align: center;"><b>HUMAN RIGHTS COMMISSION</b></p>	<p>Executive Director: Nancy Schlacter          Address: 51 Inman Street          Phone: (617) 349-4396          Email: <a href="mailto:nschlacter@cambridgema.gov">nschlacter@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/hrc">http://www.cambridgema.gov/hrc</a></p>
<p style="text-align: center;"><b>HUMAN SERVICE PROGRAMS</b></p>	<p>Assistant City Manager for Human Services: Ellen Semonoff          Address: 51 Inman Street          Phone: (617) 349-6200          Email: <a href="mailto:askdhsp@cambridgema.gov">askdhsp@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/DHSP">http://www.cambridgema.gov/DHSP</a>   <a href="https://www.facebook.com/CambridgeDHSP">https://www.facebook.com/CambridgeDHSP</a>   <a href="https://twitter.com/cntrforfamilies">https://twitter.com/cntrforfamilies</a>   <a href="https://www.youtube.com/user/DHSPCambridgeMA">https://www.youtube.com/user/DHSPCambridgeMA</a></p>
<p style="text-align: center;"><b>INFORMATION TECHNOLOGY DEPARTMENT</b></p>	<p>Director: Mary Hart          Address: 831 Massachusetts Avenue, 2nd floor          Phone: 617-349-3208          Email: <a href="mailto:mhart@cambridgema.gov">mhart@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/itd">http://www.cambridgema.gov/itd</a></p>
<p style="text-align: center;"><b>INSPECTIONAL SERVICES</b></p>	<p>Commissioner: Ranjit Singanayagam          Address: 831 Massachusetts Avenue, 1st floor          Phone: (617) 349-6100          Email: <a href="mailto:inspectionalservices@cambridgema.gov">inspectionalservices@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/inspection">http://www.cambridgema.gov/inspection</a>   <a href="https://www.youtube.com/user/CambridgeISD">https://www.youtube.com/user/CambridgeISD</a></p>

## DEPARTMENT DIRECTORY

<p><b>LAW DEPARTMENT</b></p>	<p>City Solicitor: Nancy Glowa          Address: 795 Massachusetts Avenue, 3rd floor          Phone: (617) 349-4121          Email: <a href="mailto:nglowa@cambridgema.gov">nglowa@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/law">http://www.cambridgema.gov/law</a></p>
<p><b>LIBRARY</b></p>	<p>Director: Susan Flannery          Address: 449 Broadway          Phone: (617) 349-4040          Email: <a href="mailto:bcourier@cambridgema.gov">bcourier@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/cpl">http://www.cambridgema.gov/cpl</a>   <a href="https://www.facebook.com/CambridgePL">https://www.facebook.com/CambridgePL</a>   <a href="https://twitter.com/CambridgePL">https://twitter.com/CambridgePL</a>   <a href="https://www.youtube.com/user/CambridgePL">https://www.youtube.com/user/CambridgePL</a></p>
<p><b>LICENSE COMMISSION</b></p>	<p>Chairperson: Andrea Jackson          Address: 831 Massachusetts Avenue, 1st floor          Phone: (617) 349-6140          Email: <a href="mailto:license@cambridgema.gov">license@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/license">http://www.cambridgema.gov/license</a></p>
<p><b>MAYOR'S OFFICE</b></p>	<p>Mayor: David Maher          Address: 795 Massachusetts Avenue, 2nd floor          Phone: (617) 349-4321          Email: <a href="mailto:mayor@cambridgema.gov">mayor@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/mayor">http://www.cambridgema.gov/mayor</a>   <a href="https://www.facebook.com/DavidPMaher">https://www.facebook.com/DavidPMaher</a>   <a href="https://www.twitter.com/MayorDavidMaher">https://www.twitter.com/MayorDavidMaher</a></p>
<p><b>PEACE COMMISSION</b></p>	<p>Executive Director: Brian Corr          Address: 51 Inman Street          Phone: (617) 349-4694          Email: <a href="mailto:peace@cambridgema.gov">peace@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/peace">http://www.cambridgema.gov/peace</a></p>
<p><b>PERSONNEL DEPARTMENT</b></p>	<p>Director: Sheila Keady Rawson          Address: 795 Massachusetts Avenue, 3rd floor          Phone: (617) 349-4332          Email: <a href="mailto:skeady@cambridgema.gov">skeady@cambridgema.gov</a>          Website: <a href="http://www.cambridgema.gov/personnel">http://www.cambridgema.gov/personnel</a></p>

# DEPARTMENT DIRECTORY

<p><b>POLICE DEPARTMENT</b></p>	<p>Commissioner: Robert Haas          Address: 125 Sixth Street          Phone: (617) 349-3300          Email: pio@cambridgepolice.org          Website: <a href="http://www.cambridgema.gov/cpd">http://www.cambridgema.gov/cpd</a>   <a href="http://www.facebook.com/CambridgePolice">http://www.facebook.com/CambridgePolice</a>   <a href="https://twitter.com/CambridgePolice">https://twitter.com/CambridgePolice</a>   <a href="http://instagram.com/cambridgepolice">http://instagram.com/cambridgepolice</a>   <a href="https://www.youtube.com/user/CambridgePolice">https://www.youtube.com/user/CambridgePolice</a></p>
<p><b>POLICE REVIEW &amp; ADVISORY BOARD</b></p>	<p>Executive Secretary: Brian Corr          Address: 51 Inman Street, 2nd floor          Phone: (617) 349-6155          Email: bcorr@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/prab">http://www.cambridgema.gov/prab</a></p>
<p><b>PUBLIC INFORMATION OFFICE</b></p>	<p>Director of Communication and Community Relations: Lee Gianetti          Address: 795 Massachusetts Avenue, 1st floor          Phone: (617) 349-4339          Email: lgianetti@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/pio">http://www.cambridgema.gov/pio</a></p>
<p><b>PUBLIC WORKS</b></p>	<p>Commissioner: Owen O’Riordan          Address: 147 Hampshire Street          Phone: (617) 349-4800          Email: theworks@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/theworks">http://www.cambridgema.gov/theworks</a>   <a href="https://www.facebook.com/CambridgeDPW">https://www.facebook.com/CambridgeDPW</a>   <a href="https://twitter.com/CambridgeDPW">https://twitter.com/CambridgeDPW</a>   <a href="https://www.youtube.com/channel/UCOycWlZ6Ccxe30qhHBkMBEw/feed">https://www.youtube.com/channel/UCOycWlZ6Ccxe30qhHBkMBEw/feed</a></p>
<p><b>PURCHASING</b></p>	<p>Director: Amy Witts          Address: 795 Massachusetts Avenue, 3rd Floor          Phone: (617) 349-4310          Email: purchasing@cambridgema.gov          Website: <a href="http://www.cambridgema.gov/purchasing">http://www.cambridgema.gov/purchasing</a></p>
<p><b>SCHOOL DEPARTMENT</b></p>	<p>Superintendent: Dr. Jeffrey Young          Address: 159 Thorndike Street          Phone: (617) 349-6400          Email: jyoung@cpsd.us          Website: <a href="http://www.cpsd.us">http://www.cpsd.us</a>   <a href="https://www.facebook.com/cps.schools">https://www.facebook.com/cps.schools</a>   <a href="https://twitter.com/cambridge_cpsd">https://twitter.com/cambridge_cpsd</a></p>

## DEPARTMENT DIRECTORY

<p><b>TRAFFIC, PARKING &amp; TRANSPORTATION</b></p>	<p>Director: Joseph Barr Address: 344 Broadway Street Phone: (617) 349-4700 Email: <a href="mailto:trafficfeedback@cambridgema.gov">trafficfeedback@cambridgema.gov</a> Website: <a href="http://www.cambridgema.gov/traffic">http://www.cambridgema.gov/traffic</a></p>
<p><b>TREASURY</b></p>	<p>Director: Michele Kincaid Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: <a href="mailto:treasurer@cambridgema.gov">treasurer@cambridgema.gov</a> Website: <a href="http://www.cambridgema.gov/finance/treasurydivision">http://www.cambridgema.gov/finance/treasurydivision</a></p>
<p><b>VETERANS' SERVICES</b></p>	<p>Director: Steve Vesce Address: 51 Inman Street, 2nd floor Phone: (617) 349-4761 Email: <a href="mailto:veterans@cambridgema.gov">veterans@cambridgema.gov</a> Website: <a href="http://www.cambridgema.gov/vet">http://www.cambridgema.gov/vet</a></p>
<p><b>WATER DEPARTMENT</b></p>	<p>Managing Director: Sam Corda Address: 250 Fresh Pond Parkway Phone: (617) 349-4770 Email: <a href="mailto:cwd@cambridgema.gov">cwd@cambridgema.gov</a> Website: <a href="http://www.cambridgema.gov/Water">http://www.cambridgema.gov/Water</a>  <a href="https://www.facebook.com/pages/Cambridge-Water-Department/527018400709522">https://www.facebook.com/pages/Cambridge-Water-Department/527018400709522</a>  <a href="https://twitter.com/CambWaterDept">https://twitter.com/CambWaterDept</a></p>
<p><b>WEIGHTS &amp; MEASURES</b></p>	<p>City Sealer: James Cassidy, Jr. Address: 831 Massachusetts Avenue, basement floor Phone: (617) 349-6133 Email: <a href="mailto:jcassidy@cambridgema.gov">jcassidy@cambridgema.gov</a> Website: <a href="http://www.cambridgema.gov/weight">http://www.cambridgema.gov/weight</a></p>
<p><b>WOMEN'S COMMISSION</b></p>	<p>Executive Director: Kimberly Sansoucy Address: 51 Inman Street Phone: (617) 349-4697 Email: <a href="mailto:ksansoucy@cambridgema.gov">ksansoucy@cambridgema.gov</a> Website: <a href="http://www.cambridgewomenscommission.org">http://www.cambridgewomenscommission.org</a>  <a href="https://www.facebook.com/Cambridge.Womens.Commission?ref=ts&amp;v=wall">https://www.facebook.com/Cambridge.Womens.Commission?ref=ts&amp;v=wall</a></p>
<p><b>22-CITYVIEW</b></p>	<p>Director: Calvin Lindsay, Jr. Address: 454 Broadway Phone: (617) 349-4296 Email: <a href="mailto:clindsay@cambridgema.gov">clindsay@cambridgema.gov</a> Website: <a href="http://www.cambridgema.gov/22cityview">http://www.cambridgema.gov/22cityview</a>  <a href="https://www.youtube.com/user/22cityview">https://www.youtube.com/user/22cityview</a></p>

## BENCHMARKS – GENERAL GOVERNMENT

The following pages illustrate many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Together, they provide a snapshot of the Cambridge community and a broad overview of the robust array of services the City strives to provide residents and visitors.

### 2014 CITIZEN SURVEY HIGHLIGHTS

- 89% of respondents are either “very satisfied” or “somewhat satisfied” with the quality of life in Cambridge.
- 73% continue to give the overall performance of City government positive ratings of “excellent” or “good.”
- 67% gave positive ratings about the quality of Cambridge public schools (from K-12).
- Affordable housing/housing was reported as the “single most important issue facing the City of Cambridge today” by 18% of respondents.
- 76% think economic development in Cambridge is either “excellent” or “good.”
- 86% think Cambridge is a safe place to live.
- 82% rated Cambridge positively as a place to raise a child.
- 70% said there were open space and recreation opportunities.
- 96% said they have access to the internet in their home.

### PER CAPITA PERSONAL INCOME

	2009	2010	2011	2012	2013	AVERAGE
United States	\$42,767	\$42,890	\$43,844	\$44,842	\$44,765	\$43,822
Massachusetts	\$54,600	\$55,008	\$56,173	\$57,537	\$57,248	\$56,113
Boston MSA <sup>1</sup>	\$58,925	\$59,347	\$60,261	\$62,148	\$61,754	\$60,487
<b>Cambridge<sup>2</sup></b>	<b>\$60,601</b>	<b>\$60,900</b>	<b>\$62,125</b>	<b>\$63,650</b>	<b>\$63,213</b>	<b>\$62,098</b>
Cambridge as % of MA	111.0%	110.7%	110.6%	110.6%	110.4%	110.7%
Cambridge as % of USA	141.7%	142.0%	141.7%	141.9%	141.2%	141.7%

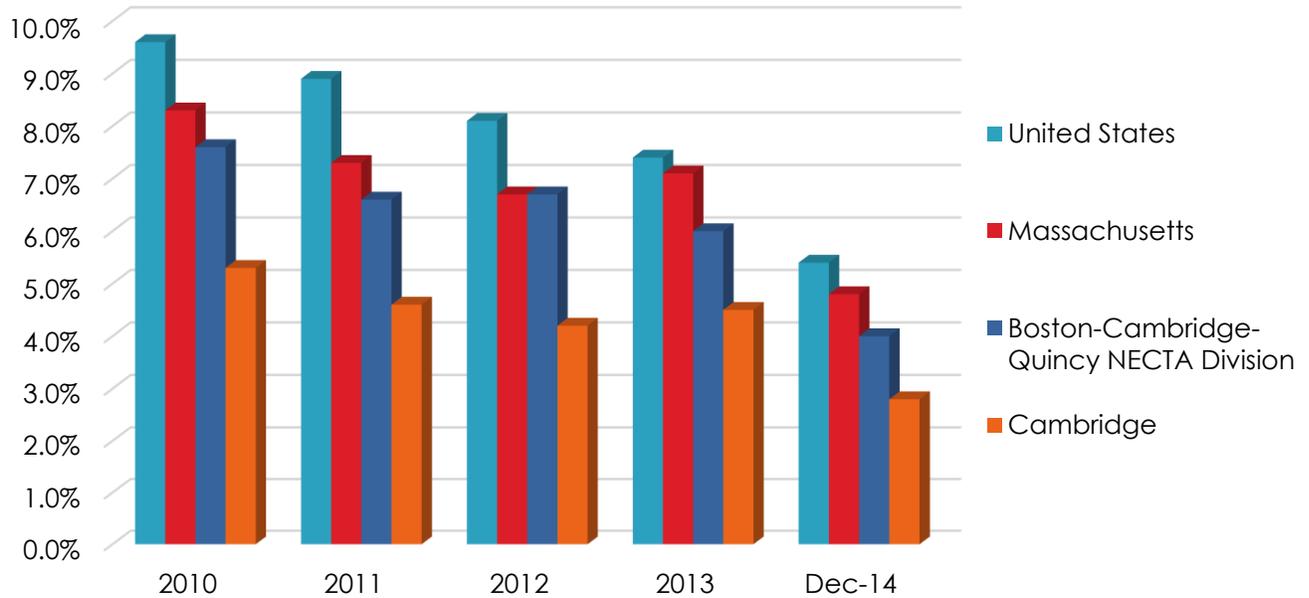
1. Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area (MSA).
2. Cambridge-Newton-Framingham, MA Metropolitan Division of the Boston-Cambridge MA-NH MSA.

Source: U.S. Department of Commerce, Bureau of Economic Analysis 2014; Bureau of Labor Statistics, 2014.

Note: All dollar amounts are adjusted to 2013 dollars using the Consumer Price Index Research Series Using Current Methods.

# BENCHMARKS – GENERAL GOVERNMENT

## ANNUAL UNEMPLOYMENT RATE



Sources: U.S. Department of Labor, Bureau of Labor Statistics, Labor Force Statistics from the Current Population Survey; Mass. Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data.

## JOBS BY SECTOR

SECTOR	2012		2013	
	Count	Percentage	Count	Percentage
Construction	874	0.8%	921	0.8%
Education & Health Services	34,899	32.2%	35,960	32.3%
Financial Activities	2,976	2.8%	2,937	2.6%
Government	7,804	7.2%	8,012	7.2%
Information	3,694	3.4%	3,539	3.2%
Leisure & Hospitality	10,016	9.2%	10,382	9.3%
Manufacturing	2,810	2.6%	2,850	2.6%
Other Goods Producing	59	0.1%	54	0.0%
Other Services	2,606	2.4%	2,389	2.1%
Professional & Business Services	33,830	31.2%	35,515	31.9%
Trade, Transportation & Utilities	8,761	8.1%	8,939	8.0%
<b>TOTAL</b>	<b>108,329</b>	<b>100%</b>	<b>111,498</b>	<b>100%</b>

Source: Mass. Executive Office of Labor and Workforce Development.

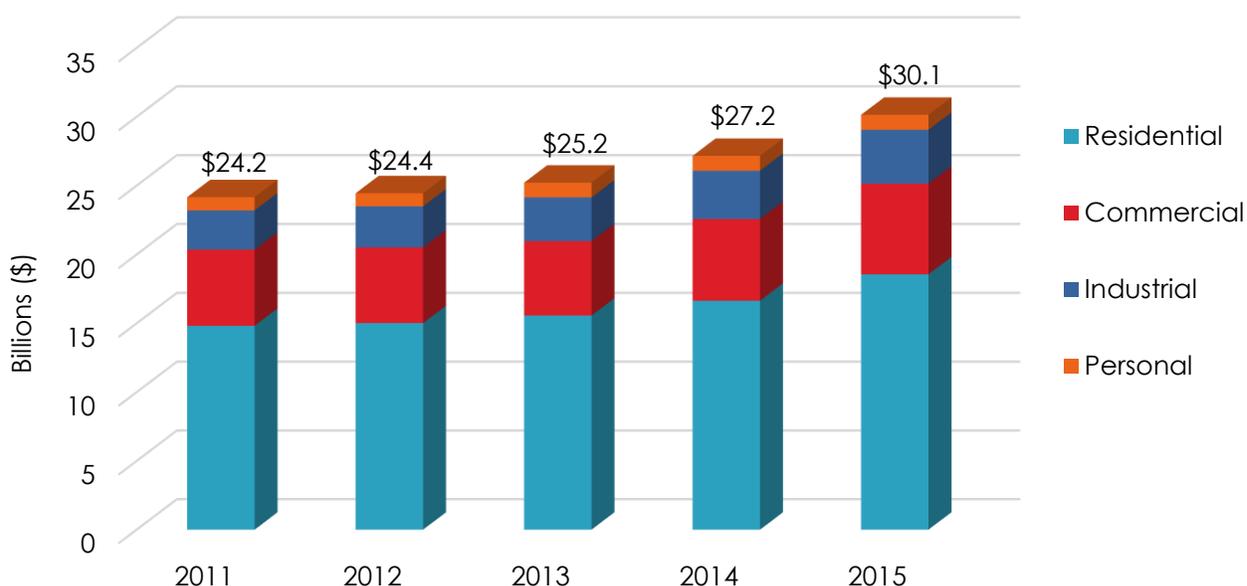
# BENCHMARKS – GENERAL GOVERNMENT

## PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS - DECEMBER 2014

2014 RANK	EMPLOYER	2014 EMPLOYEES	INDUSTRY
1	Harvard University	10,980	Higher Education
2	Massachusetts Institute of Technology	8,455	Higher Education
3	City of Cambridge <sup>2</sup>	2,927	Government
4	Novartis Institute for Biomedical Research	2,704	Biotechnology
5	Biogen Idec <sup>3</sup>	2,660	Biotechnology
6	Mt. Auburn Hospital	1,922	Health Care
7	Cambridge Health Alliance	1,704	Health Care
8	Sanofi/Genzyme	1,640	Biotechnology
9	Cambridge Innovation Center <sup>4</sup>	1,574	Start Up Incubator
10	Akamai Technologies	1,367	Internet Technology
11	Draper Laboratory	1,262	Research & Development
12	Federal Government	1,240	Government
13	Takeda/Millennium Pharmaceuticals	1,166	Biotechnology
14	Pfizer	922	Biotechnology
15	EF International	889	Travel & Education Programs

1. All figures collected between 8/14 and 12/14, unless otherwise noted. All figures reflect employment within the City of Cambridge only. Whenever possible, totals are based on Full Time Equivalents (FTEs). Part-time workers are counted as 0.5 FTEs, unless otherwise indicated by employer response.
2. City of Cambridge figures include School Department employees.
3. Biogen Idec relocated its corporate headquarters to Cambridge during 2014.
4. The Cambridge Innovation Center is a start-up incubator that houses employees from 601 companies.

## ASSESSED VALUATION FY11-FY15



# BENCHMARKS – GENERAL GOVERNMENT

## RESIDENTIAL PROPERTY TAX RATE COMPARISON (PER \$1,000)

	FY13	FY14	FY15
<b>Cambridge*</b>	<b>\$8.66</b>	<b>\$8.38</b>	<b>\$7.82</b>
Brookline*	\$11.65	\$11.39	\$10.68
Boston*	\$13.14	\$12.58	\$12.11
Arlington	\$13.33	\$13.79	\$13.55
Somerville*	\$13.42	\$12.66	\$12.61
Belmont	\$13.61	\$13.50	\$12.90
Watertown*	\$14.68	\$14.96	\$15.03

\*Includes residential exemption for owner occupied homes. The residential exemption has not been adopted by all communities.

## HOUSING

TYPE OF HOUSING	MEDIAN VALUE	FY15 TAX BILL*	# OF PARCELS
One Family	\$804,450	\$4,418	3,825
Two Family	\$790,700	\$4,310	2,532
Three Family	\$884,000	\$5,040	1,256
Condominium	\$427,750	\$1,472	13,998

\*Includes residential exemption.

## COMMERCIAL PROPERTY TAX RATE COMPARISON (PER \$1,000)

	FY13	FY14	FY15
Brookline	\$18.97	\$18.50	\$17.39
<b>Cambridge</b>	<b>\$21.50</b>	<b>\$20.44</b>	<b>\$19.29</b>
Newton	\$21.93	\$23.18	\$22.38
Needham	\$22.18	\$22.99	\$22.43
Somerville	\$22.38	\$21.51	\$20.52
Watertown	\$27.15	\$27.96	\$27.87
Boston	\$31.96	\$31.18	\$29.52

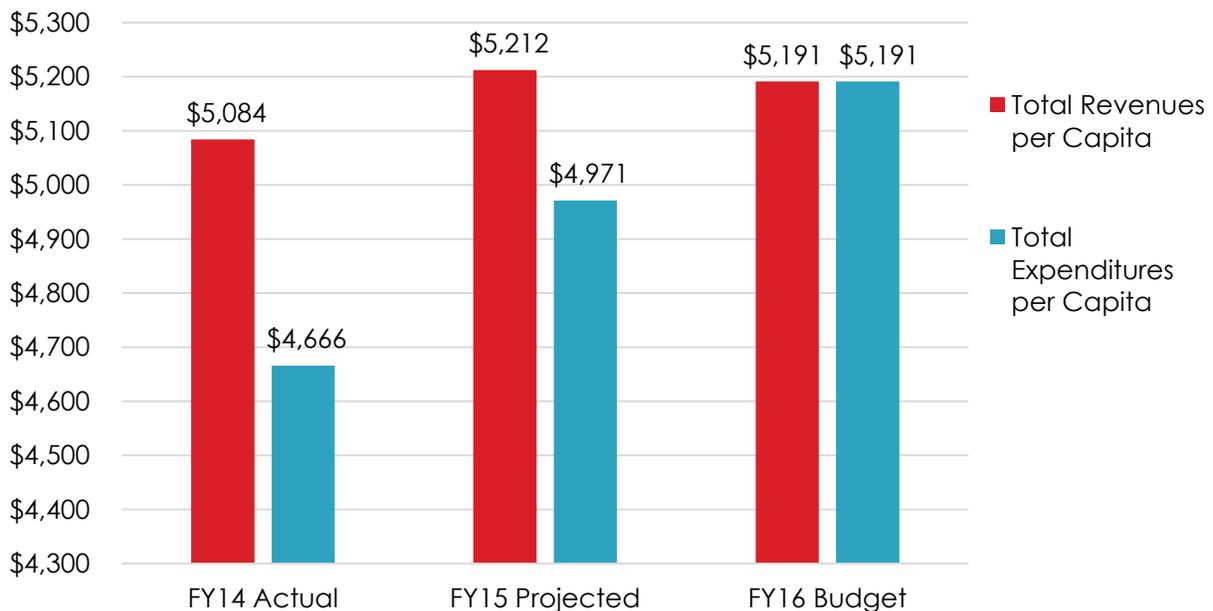
# BENCHMARKS – GENERAL GOVERNMENT

## TOP TEN TAXPAYERS – FY15

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION (\$)	% OF TOTAL TAX BASE (%)	REAL PROPERTY TAXES (\$)	% OF TOTAL TAX LEVY
1	Massachusetts Institute of Technology	Education*	\$2,290,153,400	7.60%	\$41,958,708	12.29%
2	BioMed Realty Trust	Commercial	\$1,169,048,100	3.88%	\$22,417,980	6.57%
3	Boston Properties	Commercial	\$845,806,600	2.81%	\$16,289,318	4.77%
4	Equity Partners	Commercial	\$571,512,400	1.90%	\$10,553,343	3.09%
5	Presidents & Fellows of Harvard College	Education*	\$423,374,500	1.40%	\$5,426,154	1.59%
6	Novartis Pharmaceuticals	Commercial	\$249,889,700	0.83%	\$4,820,372	1.41%
7	New England Development	Commercial	\$235,845,500	0.78%	\$4,549,460	1.33%
8	Alexandria Real Estate	Commercial	\$234,646,500	0.78%	\$4,458,974	1.31%
9	PREEF American Reit II Corp.	Commercial	\$231,186,300	0.77%	\$4,459,584	1.31%
10	RB Kendall Fee LLC	Commercial	\$212,935,800	0.71%	\$4,092,397	1.20%
<b>TOTAL FOR TOP 10 TAXPAYERS</b>			<b>\$6,464,398,800</b>	<b>21.45%</b>	<b>\$119,026,290</b>	<b>34.86%</b>
<b>TOTAL FY15 ASSESSED VALUATION</b>			<b>\$30,143,180,521</b>			
<b>TOTAL FY15 TAX LEVY</b>					<b>\$341,445,455</b>	

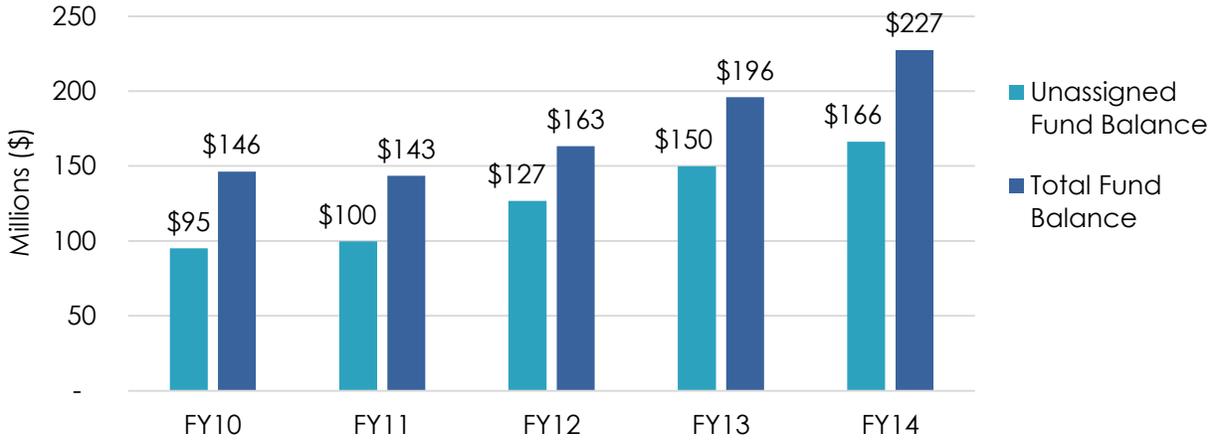
\*Does not include payments in lieu of taxes.

## PER CAPITA REVENUES & EXPENDITURES

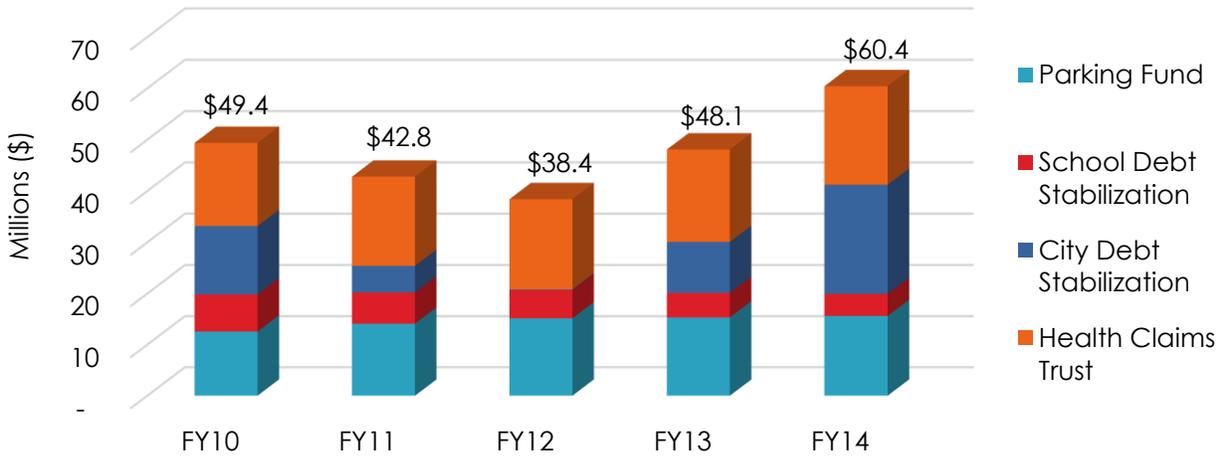


# BENCHMARKS – GENERAL GOVERNMENT

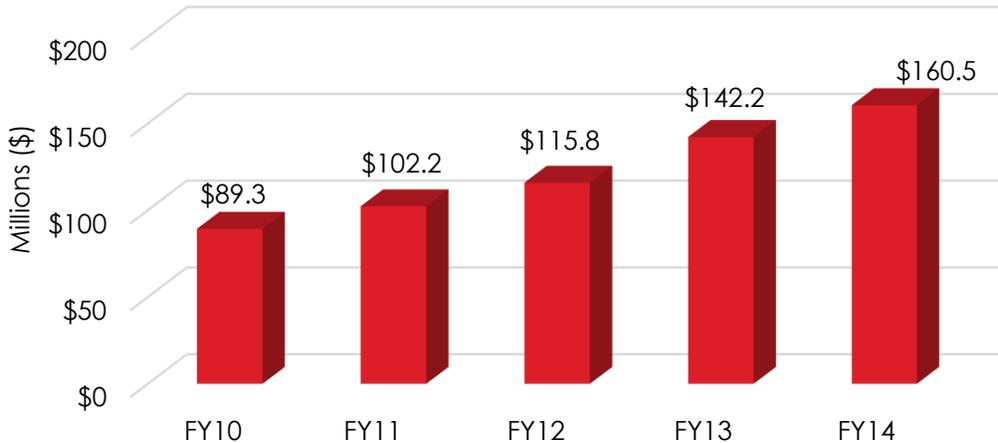
## GENERAL FUND FUND BALANCES



## RESERVE FUNDS

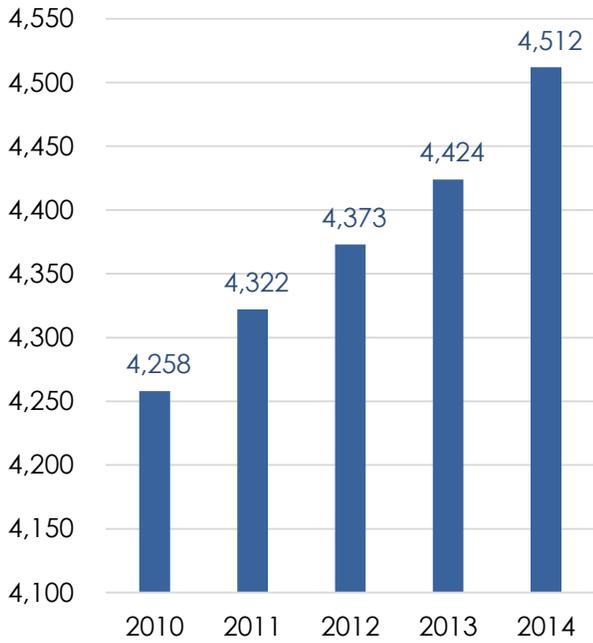


## CERTIFIED FREE CASH

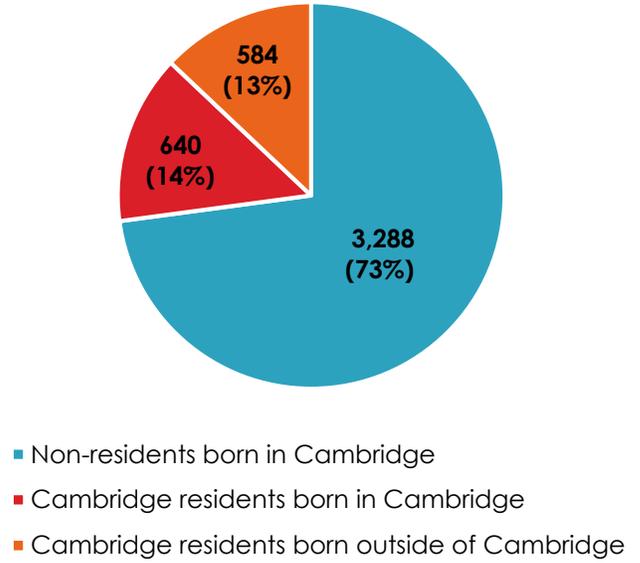


# BENCHMARKS – GENERAL GOVERNMENT

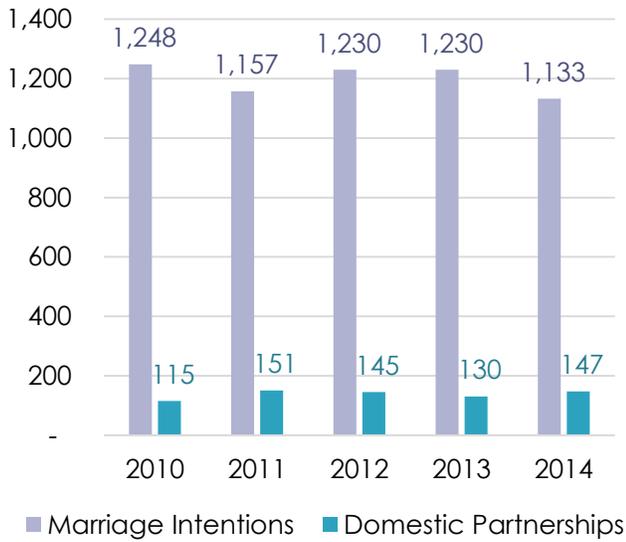
**BIRTHS RECORDED IN CAMBRIDGE**



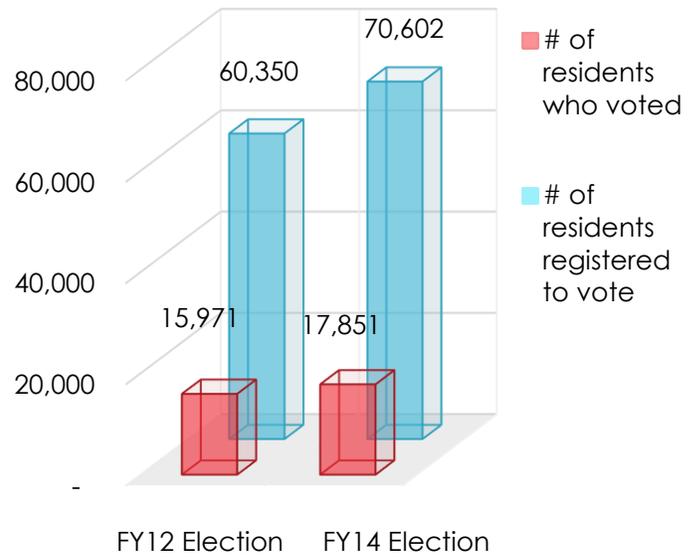
**BIRTHS RECORDED IN CAMBRIDGE IN 2014**



**CAMBRIDGE MARRIAGE LICENSES & DOMESTIC PARTNERSHIP FILINGS**

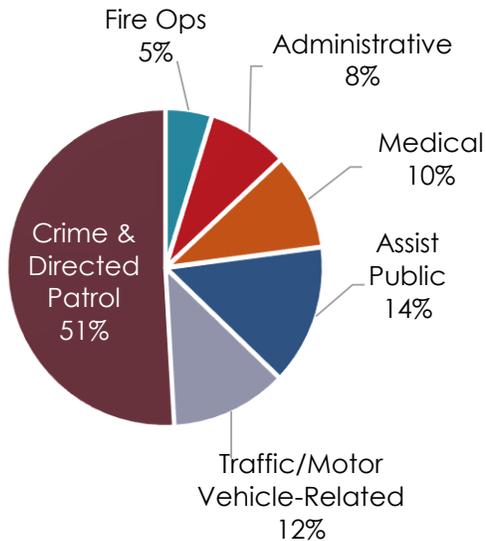


**VOTERS IN MUNICIPAL ELECTIONS**

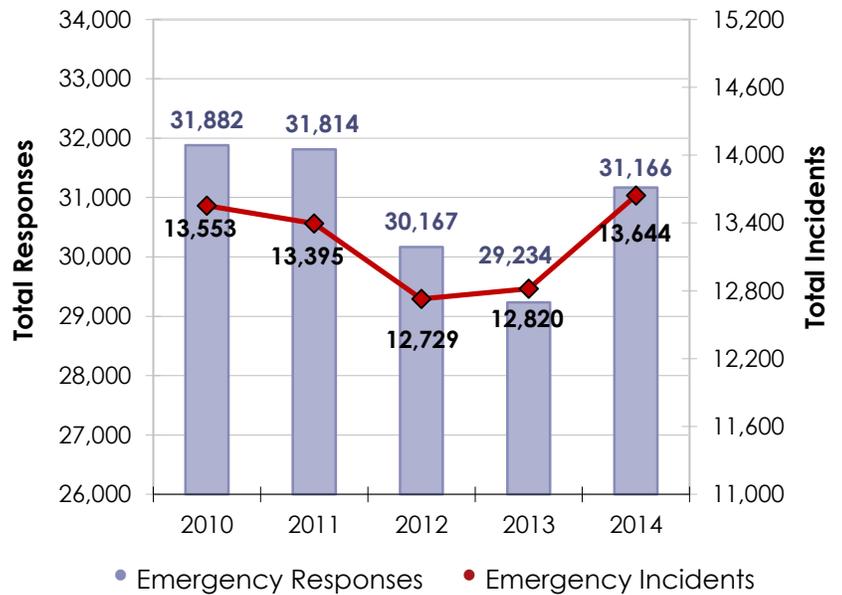


# BENCHMARKS – PUBLIC SAFETY

## EMERGENCY COMMUNICATIONS: FY14 INCIDENT CATEGORIES (111,033 TOTAL INCIDENTS DISPATCHED)



## FIRE EMERGENCY INCIDENTS & RESPONSES



Note: National Fire Protection Association standards require a structured fire response time within 4-8 minutes, 90% of the time. The American Heart Association requires a medical response time within 4-6 minutes. The City's response times meet these standards 95% of the time.

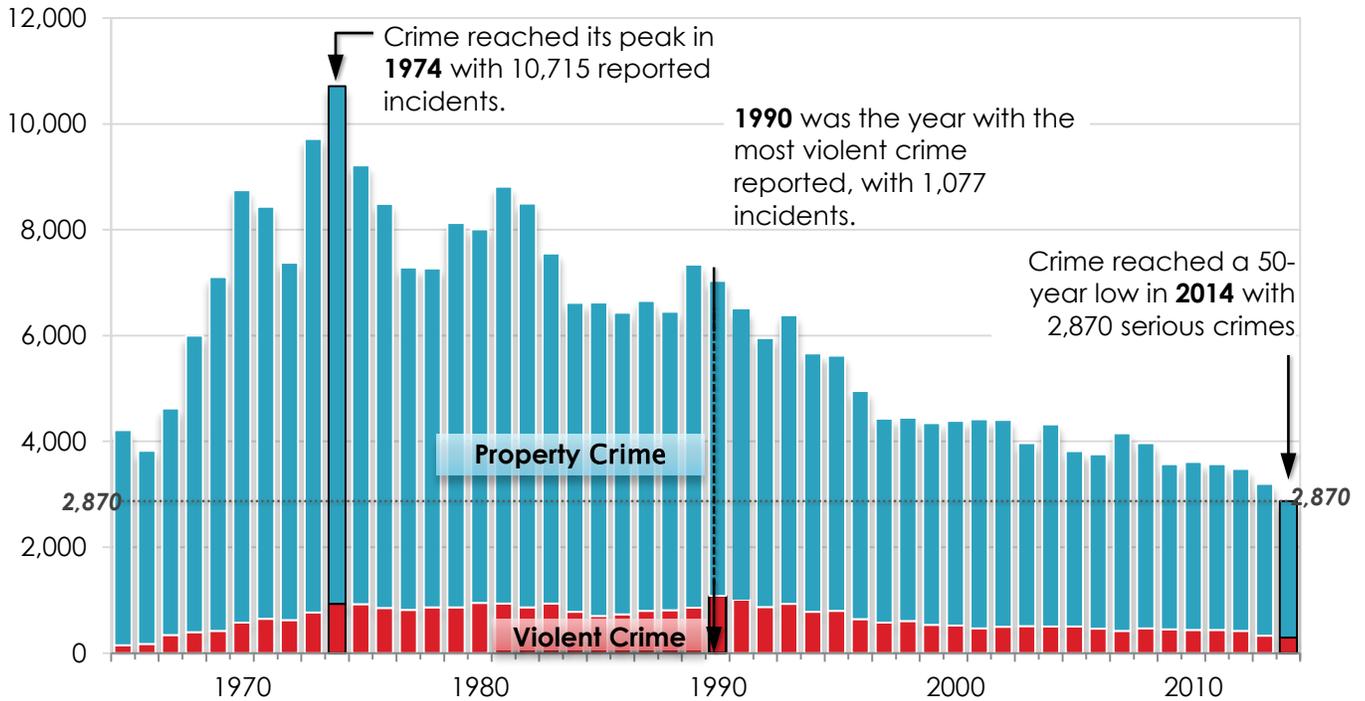
## 10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

CATEGORY	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	% CHANGE (FY04-14)
Fire Ops	6,282	5,778	5,698	6,092	5,986	6,044	5,682	5,875	5,423	5,527	5,450	-13.2%
Administrative	6,402	5,892	5,960	6,048	6,718	6,244	6,240	8,748	9,023	9,561	9,067	41.6%
Medical	7,670	7,908	8,373	9,531	10,723	10,326	10,978	11,104	10,931	11,391	11,263	46.8%
Assist Public	18,614	17,296	16,329	18,090	17,725	16,026	16,479	16,732	16,155	16,470	16,221	-12.9%
Traffic/Motor Vehicle Related	22,898	26,181	27,219	23,772	22,066	21,443	17,754	15,726	13,330	13,804	14,454	-36.9%
Crime & Directed Patrol	34,179	29,689	28,796	38,232	44,402	43,588	45,539	60,392	62,359	58,821	54,578	59.7%
<b>TOTAL</b>	<b>96,045</b>	<b>92,744</b>	<b>92,375</b>	<b>101,765</b>	<b>107,620</b>	<b>103,671</b>	<b>102,672</b>	<b>118,577</b>	<b>117,221</b>	<b>115,574</b>	<b>111,033</b>	<b>15.6%</b>

# BENCHMARKS – PUBLIC SAFETY

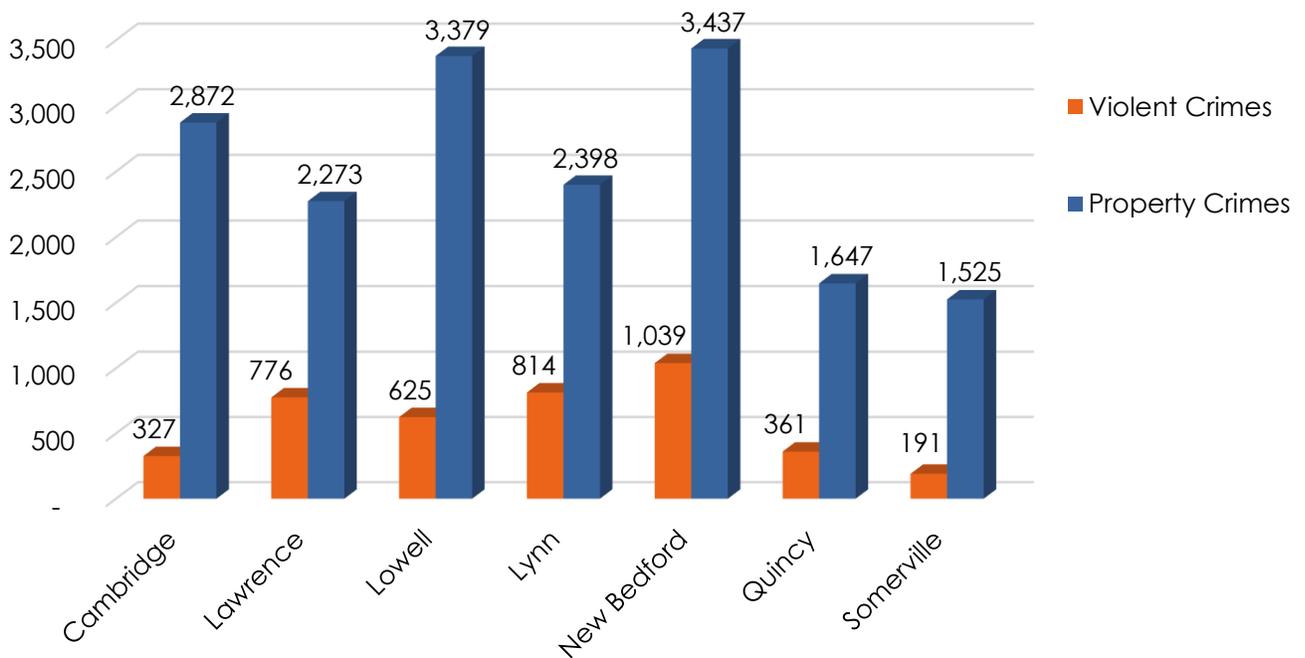
## 50 YEARS OF CRIME IN CAMBRIDGE

PART 1 INDEX CRIMES\* REPORTED TO THE POLICE ANNUALLY



\*Part 1 crimes are those considered by the FBI to be the most serious: they include violent crimes and property crimes.

## CRIME COMPARISON TO NEIGHBORING COMMUNITIES (2013)

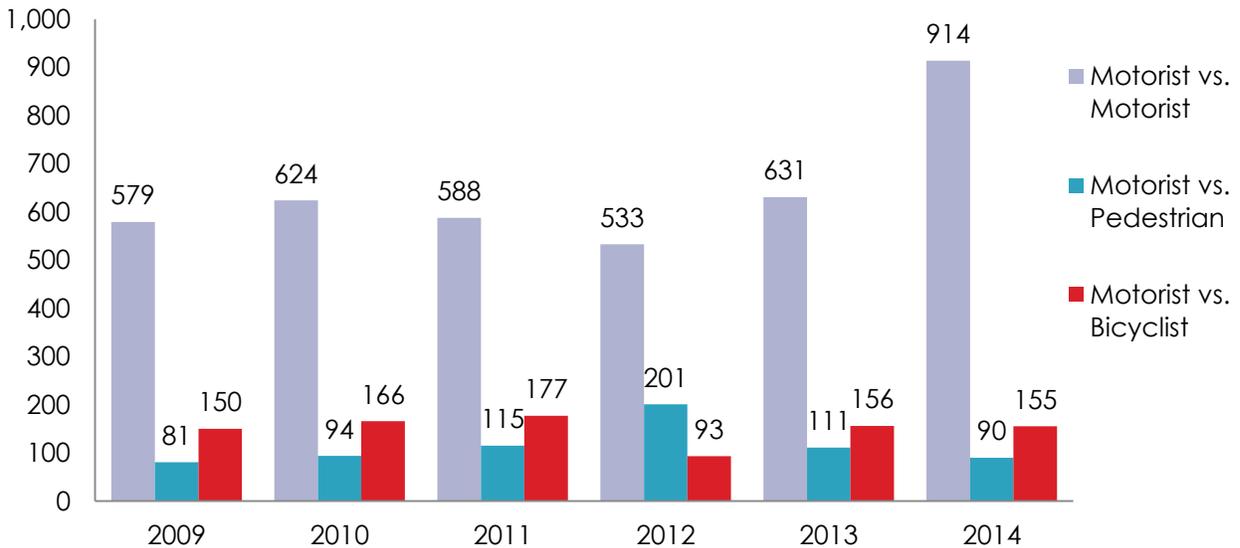


# BENCHMARKS – PUBLIC SAFETY

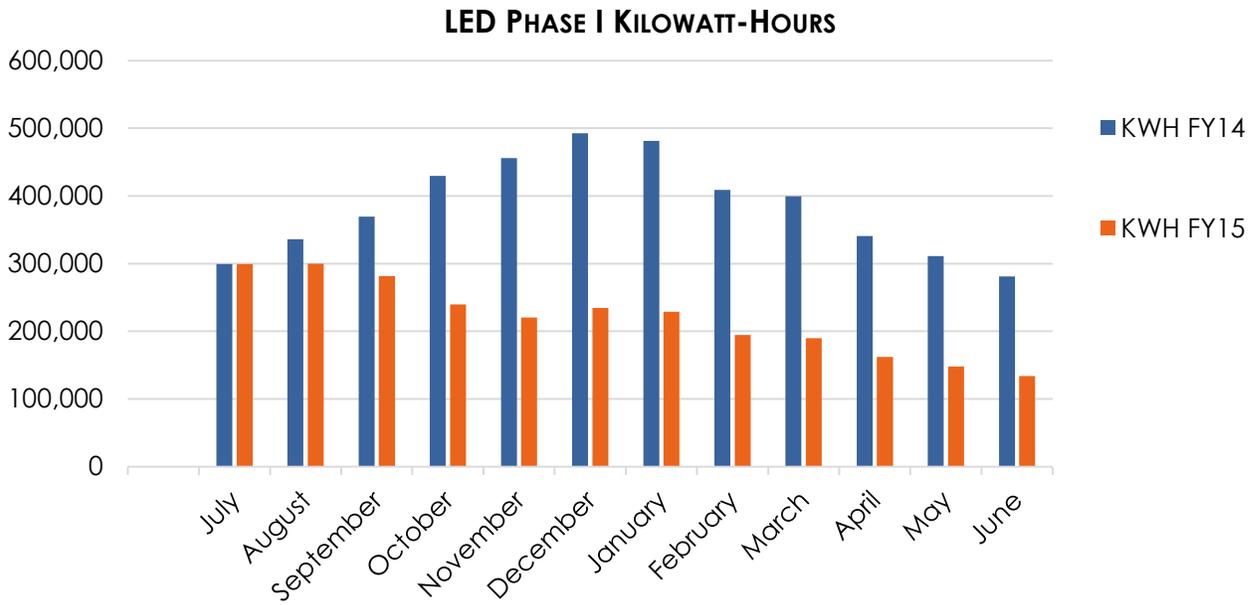
## COMPARISON OF 2013 AND 2014 CAMBRIDGE CRIME INDEX

CRIME	2013 JAN.-DEC.	2014 JAN.-DEC.	PERCENTAGE CHANGE
<b>Murder</b>	3	2	-33%
<b>Rape</b>	17	24	41%
<b>Robbery</b>	118	80	-32%
Commercial	30	28	-7%
Street	88	52	-41%
<b>Aggravated Assault</b>	189	184	-3%
<b>TOTAL VIOLENT</b>	327	290	-11%
<b>Burglary</b>	390	286	-27%
Commercial	63	51	-19%
Residential	327	235	-28%
<b>Larceny</b>	2,376	2,158	-9%
From Building	392	385	-2%
Motor Vehicle	615	514	-16%
From Person	341	220	-35%
Of Bicycle	383	328	-14%
Shoplifting	393	391	-1%
From Residence	187	226	21%
Of MV Plate	20	28	40%
Of Services	22	17	-23%
Misc.	23	49	113%
<b>Auto Theft</b>	106	136	28%
<b>TOTAL PROPERTY CRIME</b>	2,872	2,580	-10%
<b>CRIME INDEX TOTAL</b>	3,199	2,870	-10%

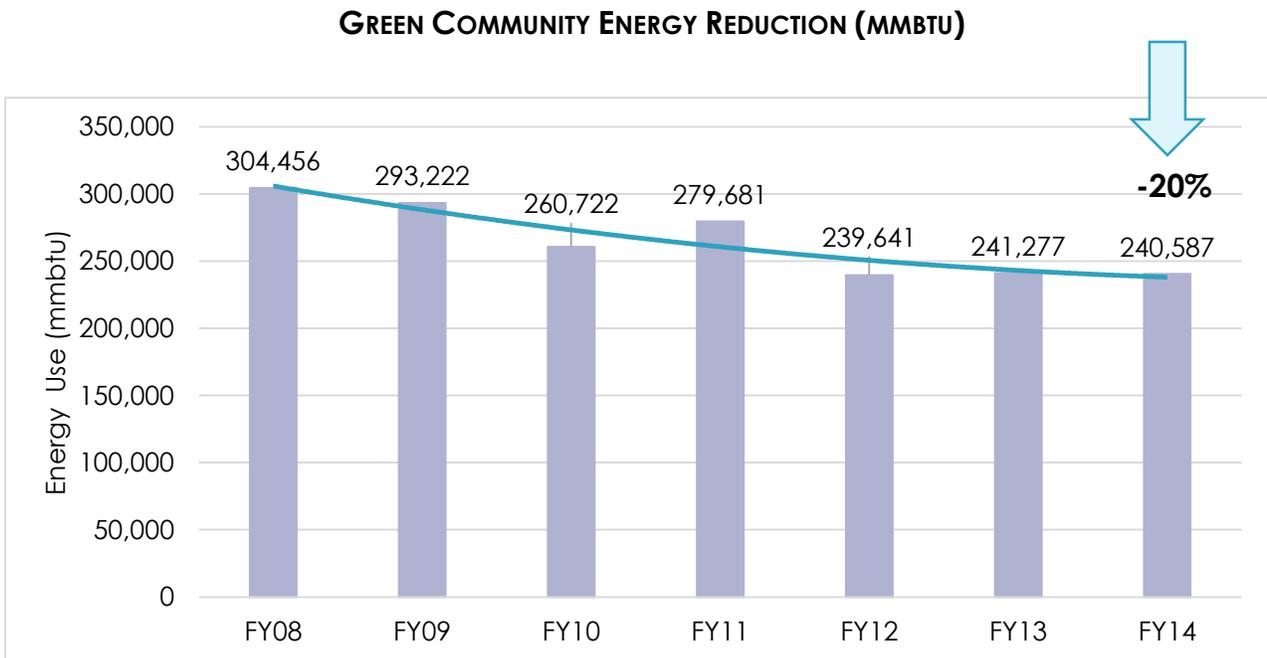
## MOTOR VEHICLE ACCIDENTS



# BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT



Note: For financial savings from the LED conversion, please see Section I (Introduction).

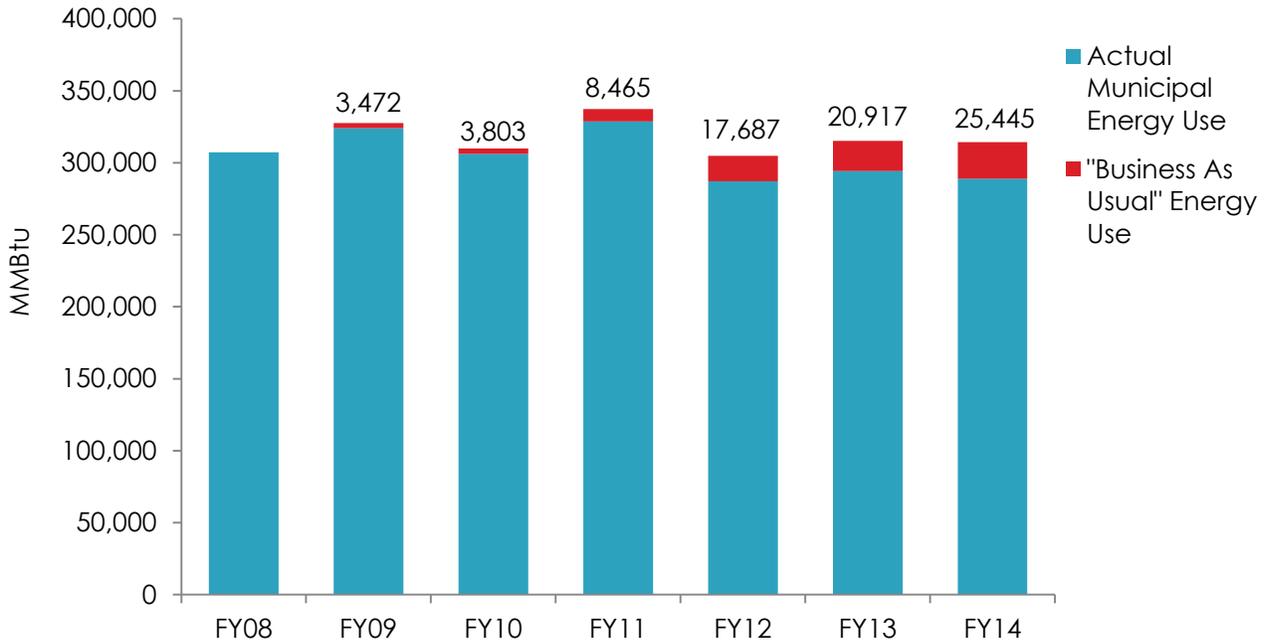


Notes: Through the Green Communities program, Cambridge committed to reducing municipal energy use by 20% from a 2008 baseline. The City was one of the first Green Communities in the state and met its reduction target in FY14. The above chart does not include facilities that were under construction or reconstruction in FY08. MMBTU stands for one million British Thermal Units (BTU). A BTU is a standard unit of measurement that can be used across fuel types.

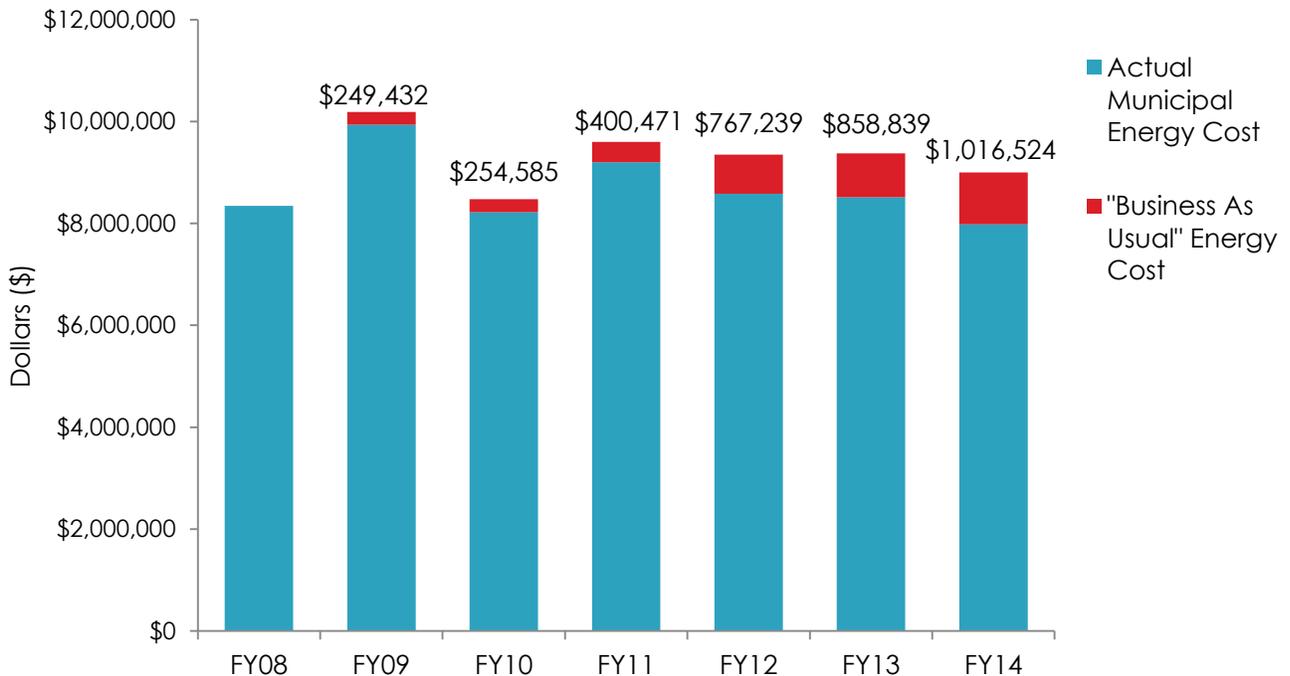
# BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Between FY08 and FY14, the City installed close to \$5,500,000 in energy efficiency retrofits and building upgrades. The blue portions of the charts below show municipal energy use and spending; the red portions (“business as usual”) and amounts listed above show how much more energy the City would have consumed and dollars spent had it not implemented these measures.

**AVOIDED MUNICIPAL ENERGY & FUEL USE**

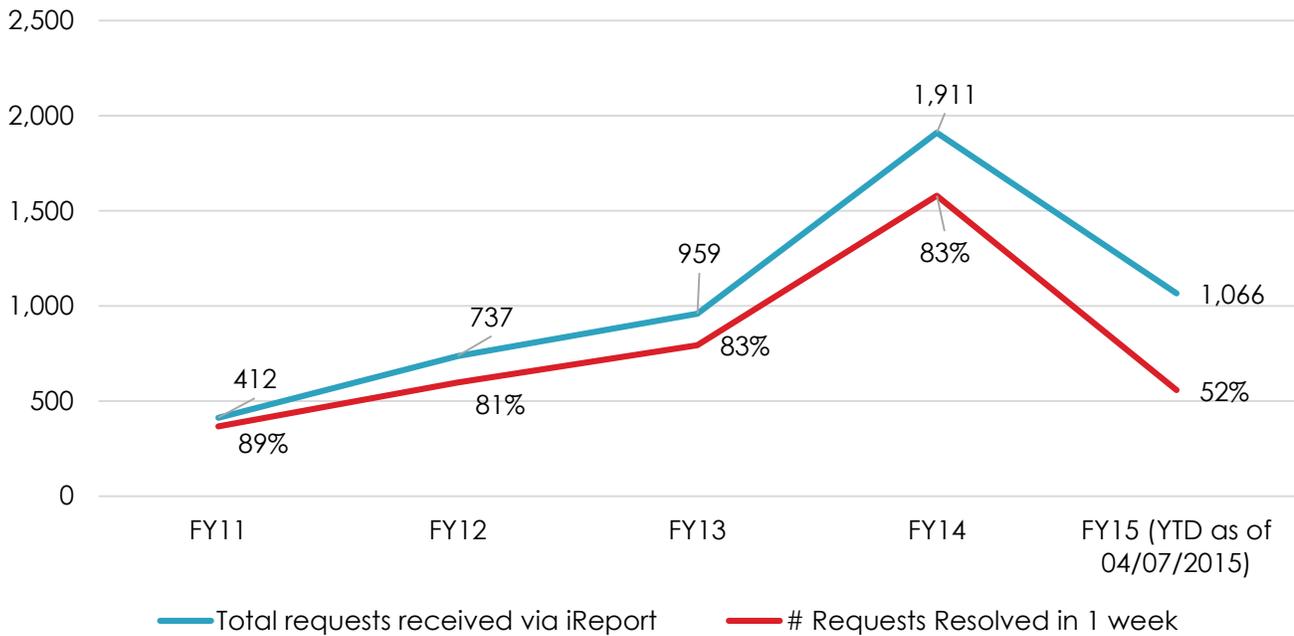


**AVOIDED MUNICIPAL ENERGY & FUEL COSTS**

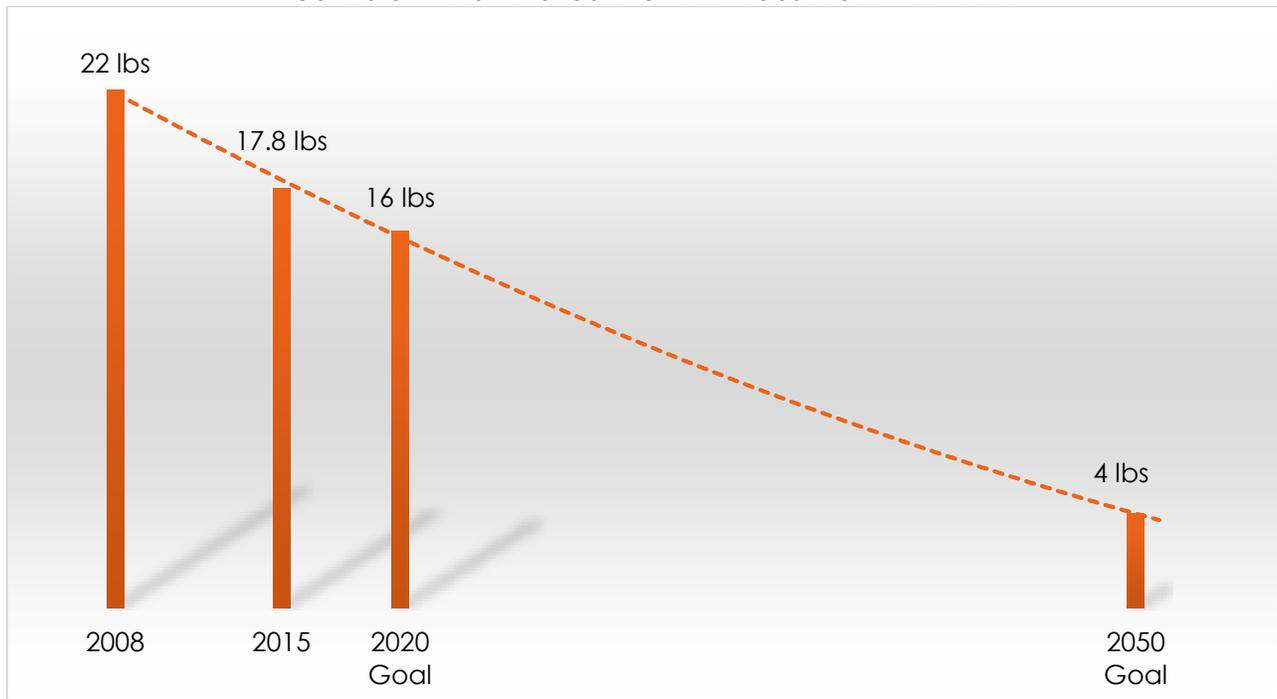


# BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

## POTHOLE REQUESTS & RESOLUTIONS



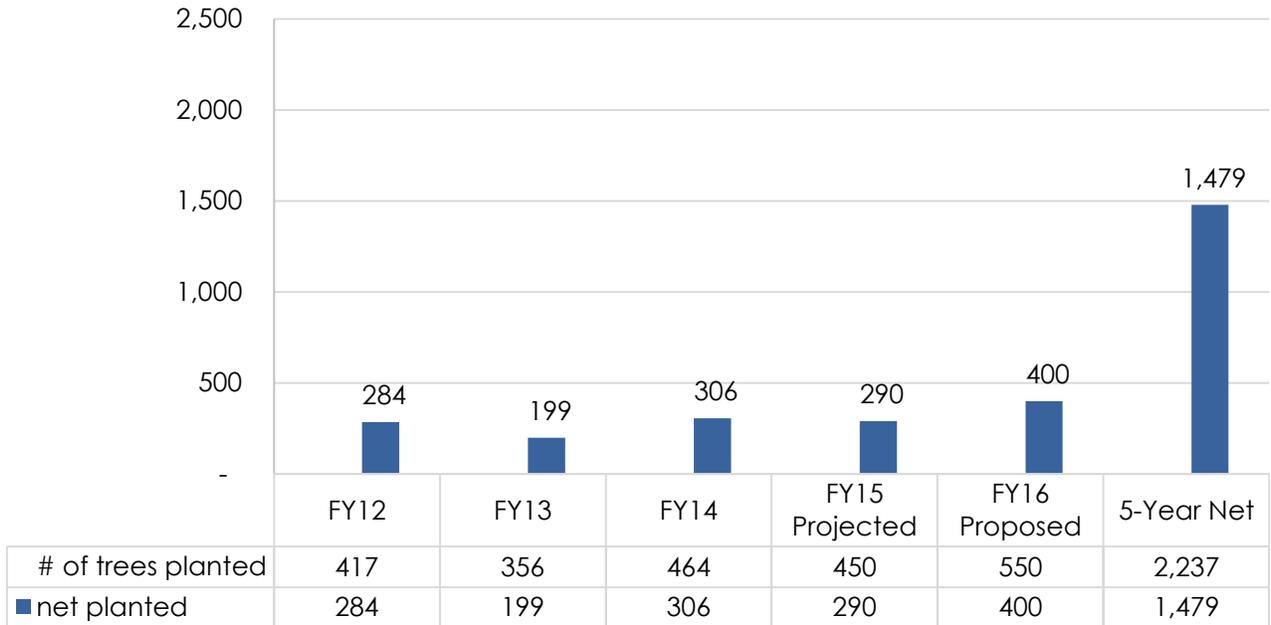
## POUNDS OF TRASH DISPOSED OF PER HOUSEHOLD PER WEEK



Note: Through initiatives such as curbside organics collection, the City is working aggressively to reduce trash, increase recycling, and divert food and other reusable materials from the waste stream. This chart shows the City's progress in meeting the goals of the Massachusetts Department of Environmental Protection's Solid Waste Master Plan, which calls for reducing residential trash 30% by 2020 and 80% by 2050 from a 2008 baseline.

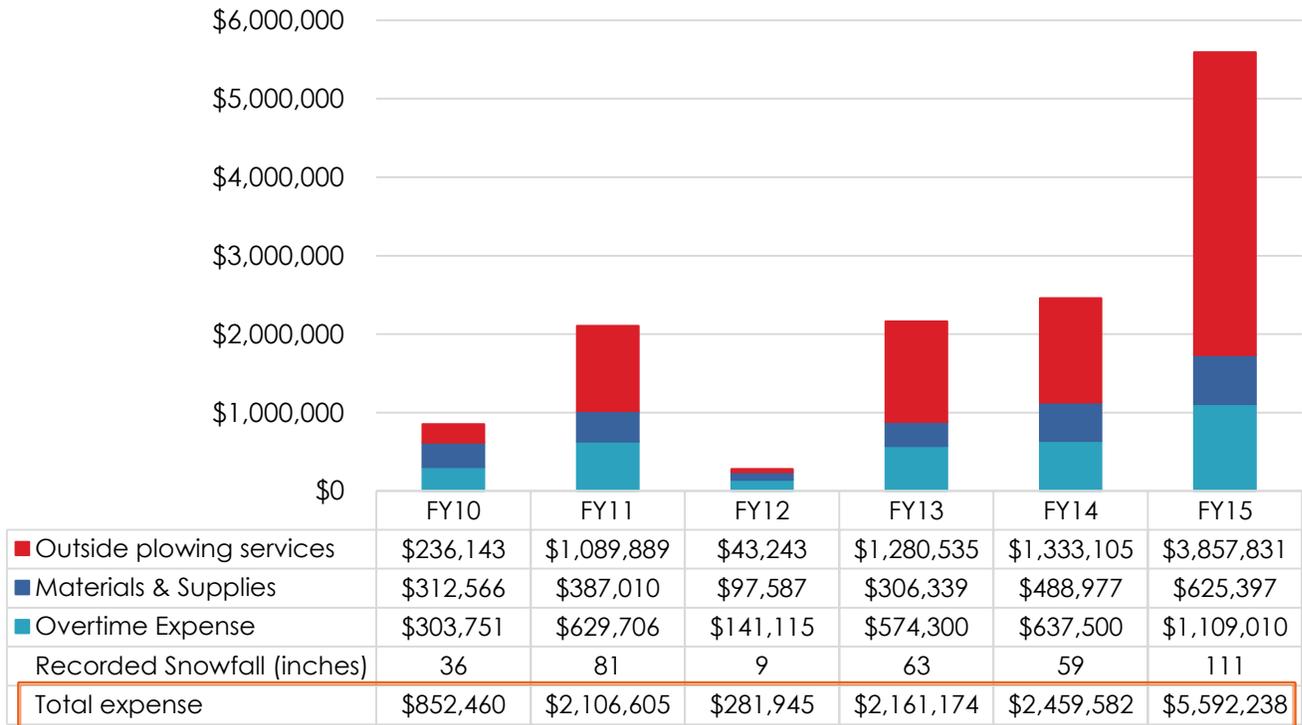
# BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

**FIVE-YEAR INCREASE IN CITY TREES**



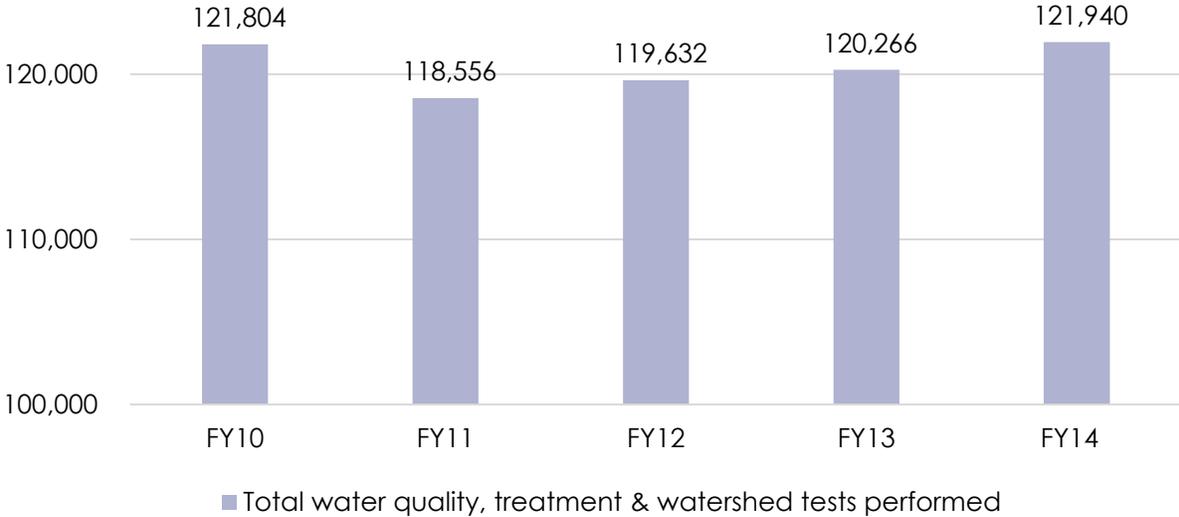
Note: The City has received the Tree City USA award for 22 consecutive years and the Arbor Day Foundation’s Growth Award for seven consecutive years. In the above chart, net planted means the number of trees planted minus removals.

**SNOW EXPENSES**



# BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

## TOTAL WATER QUALITY, TREATMENT & WATERSHED TESTS PERFORMED



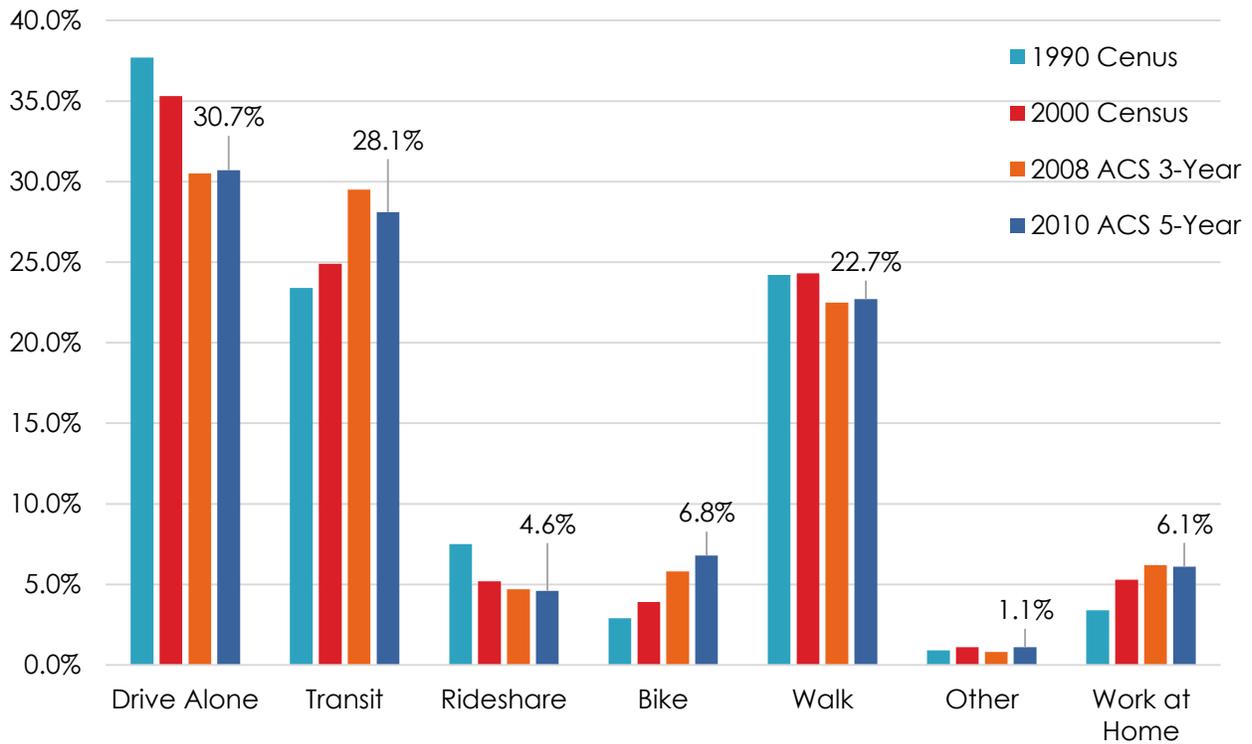
## FY16 WATER & SEWER RATES

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Cef	\$3.02	\$9.21
2	41-400 Cef	\$3.24	\$9.74
3	401-2,000 Cef	\$3.44	\$10.46
4	2011-10,000 Cef	\$3.65	\$11.26
5	Over 10,000 Cef	\$3.96	\$11.97

Note: 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.

# BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

**RESIDENTS OF CAMBRIDGE: MODE TO TRAVEL TO WORK TO ALL DESTINATIONS**



## FAST HUBWAY FACTS

- There were 12,800 Hubway members at the end of calendar year 2014, of which approximately 2,650 were Cambridge residents.
- 33 of the 140 systemwide Hubway stations are located in Cambridge.
- 6 of the 10 most heavily used stations in the system are in Cambridge:
  - MIT (Mass./Amherst)
  - Harvard Square (Mass./Dunster)
  - MIT Stata Center (Vassar/Main)
  - Central Square (Mass./Essex)
  - Lafayette Square (Mass./Main/Columbia)
  - Kendall MBTA (Main)
- The average number of trips per day in 2014 was 5,000 (up from 3,800 in 2013).

# BENCHMARKS – HUMAN RESOURCES AND DEVELOPMENT

## FY14 REGIONAL LIBRARY USE

LOCATION	ANNUAL HOURS (ALL LOCATIONS)	PROGRAM ATTENDANCE	CIRCULATION	CIRC. PER CAPITA	FY14 COST PER HOUR OPEN	BORROWED FROM OTHER LIBRARIES	LENT TO OTHER LIBRARIES
Arlington	4,579	26,260	697,679	17	\$527.60	83,098	59,445
Brookline	7,967	31,790	1,251,190	24	\$526.19	169,502	142,683
<b>Cambridge</b>	<b>12,864</b>	<b>87,007</b>	<b>1,685,684</b>	<b>16</b>	<b>\$758.45</b>	<b>216,359</b>	<b>122,585</b>
Lexington	3,286	16,856	814,336	27	\$773.80	95,801	58,045
Newton	3,400	43,179	1,657,764	21	\$1,649.89	159,276	156,245
Quincy	6,127	24,141	775,679	9	\$482.00	82,526	64,815
Somerville	7,785	16,590	365,778	5	\$255.50	67,243	45,790
Watertown	3,457	22,765	632,736	21	\$727.74	67,782	59,630
Wellesley	6,076	29,376	756,795	31	\$415.61	64,264	127,436
Worcester	7,749	19,105	999,570	6	\$775.81	69,835	65,817
<b>AVERAGE</b>	<b>6,329</b>	<b>31,707</b>	<b>963,721</b>	<b>18</b>	<b>\$689.26</b>	<b>107,569</b>	<b>90,249</b>

### HUMAN SERVICE PROGRAM STATS

- Each year, nearly 1,000 students attend classes at the Community Learning Center – the City’s adult basic education provider – to improve their English skills, prepare to earn a high school equivalency credential, or increase the skills necessary to successfully enroll in post-secondary education.
- Last summer, over 41% of Cambridge’s youth ages 14-17 were employed through the Mayor’s Summer Youth Employment Program and through DHSP’s Recreation Division. These programs provide opportunities for teens to gain valuable work experience in public sector and nonprofit jobs during the summer.
- Since 2008, the Cambridge Works transitional jobs program has enrolled 137 residents with significant barriers to employment. Participants are between 18-35 years old and have not been able to find or keep jobs. Supported entirely with City funds, the program places participants in a worksite for 13 weeks to learn basic job readiness skills. The program also provides participants with weekly case management support and professional development classes to improve communication, computer, networking, and interviewing skills.
- The City leads and coordinates the Cambridge Continuum of Care, a comprehensive network of 45 individual programs from 20 organizations that work to create and enhance systems to meet the needs of the City’s homeless population.

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
<b>GENERAL GOVERNMENT</b>				
<b>CITY CLERK</b>				
Administrative Assistant	1	1	0	-1
Business Production Analyst/Project Manager	0	1	1	0
City Clerk	1	1	1	0
Deputy City Clerk	1	1	1	0
Operations Manager	1	1	1	0
Principal Clerk	5	6	6	0
Senior Clerk & Stenographer	1	0	0	0
<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>-1</b>
<b>CITY COUNCIL</b>				
Administrative Project Assistant	1	1	1	0
Executive Assistant to City Council	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>ELECTION COMMISSION</b>				
Administrative Assistant	1	1	1	0
Assistant Director	1	1	1	0
Election Commissioner	4	4	4	0
Executive Director	1	1	1	0
Senior Clerk & Typist	1	1	1	0
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>
<b>EXECUTIVE</b>				
Affirmative Action Director	1	1	1	0
Assistant to City Manager	1	1	1	0
City Manager	1	1	1	0
Communications & Community Relations Director	0	1	1	0
Deputy City Manager	1	1	1	0
Domestic & Gender-Based Violence Prevention Coordinator	0	1	1	0
Executive Assistant to City Manager	1	1	1	0
Office Manager	1	1	1	0
Planning & Transportation Demand Management Officer	1	1	1	0
Public Information Officer	1	1	1	0
Senior Management Analyst	1	1	1	0
<b>TOTAL</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>0</b>
<b>FINANCE</b>				
Administration - Administrative Assistant to Finance Director	1	1	1	0
Administration - Assistant City Manager for Fiscal Affairs	1	1	1	0
Assessing - Administrative Assistant	1	1	1	0
Assessing - Assessment Analyst	3	2	2	0
Assessing - Assessor	1	1	1	0
Assessing - Assistant to Board of Assessors	1	1	1	0
Assessing - Commercial Appraiser	1	1	1	0
Assessing - Commercial Review Appraiser	1	1	1	0
Assessing - Customer Service Representative	0	0	1	1

## POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Assessing - Customer Service Representative/Deed Specialist	1	1	1	0
Assessing - Director of Assessment	1	1	1	0
Assessing - Executive Assistant	1	1	0	-1
Assessing - Manager of Assessing Operations	1	1	1	0
Assessing - Property Lister/Data Collection	1	1	0	-1
Assessing - Senior Assistant Assessor	1	1	1	0
Assessing - Senior Assistant Assessor for Field Operations	1	1	1	0
Auditing - Account Clerk	0	0	1	1
Auditing - Account/Financial Reporting Analyst	1	1	1	0
Auditing - Administrative Assistant	1	1	0	-1
Auditing - Auditing Analyst	1	1	1	0
Auditing - City Auditor	1	1	1	0
Auditing - Financial Analyst	1	1	1	0
Auditing - General Ledger Accountant	1	1	1	0
Auditing - Senior Account Clerk	2	2	2	0
Budget - Budget Analyst	3	3	3	0
Budget - Budget Director	1	1	1	0
IT - Applications Administrator	0	0	1	1
IT - Assistant Director of IT Administration	0	1	1	0
IT - Assistant Director of IT Infrastructure	1	1	1	0
IT - Business Analyst/Project Manager	0	1	3	2
IT - Chief Information Officer	1	1	1	0
IT - Database Administrator	1	1	1	0
IT - Geographic Information Systems Manager	1	1	1	0
IT - Geographic Information Systems Programmer Analyst	1	1	1	0
IT - Geographic Information Systems Technical Specialist	0	0	1	1
IT - MIS Project Manager	5	5	1	-4
IT - Network Engineer	0	1	1	0
IT - Network Manager	2	1	1	0
IT - Open Data Coordinator	0	0	1	1
IT - Senior Programmer/System Analyst	1	1	1	0
IT - Systems Administrator	1	1	3	2
IT - Technical Support	4	4	4	0
IT - Technical Support Supervisor	1	1	1	0
IT - Web Content Specialist	1	1	1	0
IT - Web Developer	1	1	1	0
IT - Web Manager	1	1	1	0
Personnel - Account Coordinator	1	1	1	0
Personnel - Administrative Assistant	1	1	1	0
Personnel - Assistant Director of HR Administration	0	0	1	1
Personnel - Assistant Director of HR Development	0	1	1	0
Personnel - Benefits & Compensation Manager	1	1	1	0
Personnel - Employee Benefits Services Representative	1	1	1	0
Personnel - Employee Relations Manager	1	1	0	-1

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Personnel - Employment Assistant	1	1	1	0
Personnel - Employment Resource Specialist	1	1	1	0
Personnel - Labor Services Analyst	1	1	1	0
Personnel - Personnel Director	1	1	1	0
Personnel - Personnel Specialist	1	1	1	0
Personnel - Training & Staff Development Manager	1	1	1	0
Personnel - Workers Compensation Claims Manager	1	1	1	0
Purchasing - Administrative Assistant	1	1	1	0
Purchasing - Assistant Purchasing Agent	1	1	1	0
Purchasing - Buyer	3	3	3	0
Purchasing - Construction Procurement Manager	1	1	1	0
Purchasing - Purchasing Agent	1	1	1	0
Revenue - Administrative Assistant	2	2	2	0
Revenue - Assistant Finance Director	1	1	1	0
Revenue - Cashier Coordinator	1	1	1	0
Revenue - Customer Service Supervisor	1	1	1	0
Revenue - Customer Service Supervisor & Tax Title Liaison	1	1	1	0
Revenue - Manager of Collections	1	1	1	0
Revenue - Senior Account Clerk	1	1	1	0
Treasury - Cash Manager	1	1	1	0
Treasury - Director of Payroll	1	1	1	0
Treasury - Project/Cash Manager	1	1	1	0
Treasury - Senior Account Clerk	2	2	2	0
<b>TOTAL</b>	<b>83</b>	<b>85</b>	<b>87</b>	<b>2</b>
<b>GENERAL SERVICES</b>				
Machine Operator	1	1	1	0
Supervisor of Printing	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>LAW</b>				
Administrative Assistant	2	2	2	0
Assistant City Solicitor	5	5	5	0
City Solicitor	1	1	1	0
Deputy City Solicitor	1	1	1	0
First Assistant City Solicitor	1	1	1	0
Office Manager	1	1	1	0
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>
<b>MAYOR</b>				
Aide to Mayor	0	1	1	0
Assistant to Mayor	2	3	3	0
Chief of Staff	1	1	1	0
Communications & Schedule Coordinator	1	0	0	0
Policy & Budget Director	1	0	0	0
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>PUBLIC CELEBRATIONS</b>				

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Arts Council Director	1	1	1	0
Community Arts Director	1	1	1	0
Public Arts Administrator	1	1	1	0
Public Arts Programming Director	1	1	1	0
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>
<b>PUBLIC SAFETY</b>				
<b>ANIMAL COMMISSION</b>				
Animal Commission Director	1	1	1	0
Animal Control Officer	2	2	2	0
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>ELECTRICAL</b>				
Administrative Assistant	1	1	1	0
Assistant City Electrician	1	1	1	0
City Electrician	1	1	1	0
Electrical Engineer	0	1	1	0
Electrician	6	6	6	0
Electrician Coordinator	3	2	2	0
Signal Maintainer	1	0	0	0
<b>TOTAL</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>0</b>
<b>EMERGENCY COMMUNICATIONS</b>				
Administrative Assistant	1	1	1	0
Chief of Operations	1	1	1	0
Communications Supervisor	7	7	7	0
Emergency Communications Director	1	1	1	0
Emergency Telecommunications Dispatcher	24	24	27	3
Fire Alarm Operator	2	2	2	0
Information System Specialist	1	1	1	0
Public Safety Computer Systems Manager	1	1	1	0
<b>TOTAL</b>	<b>38</b>	<b>38</b>	<b>41</b>	<b>3</b>
<b>FIRE</b>				
Administrative Assistant	3	3	2	-1
Administrative Officer	2	2	2	0
Budget Analyst	1	1	1	0
Fire Apparatus Repairperson	2	2	2	0
Fire Captain	17	17	17	0
Fire Chief	1	1	1	0
Fire Deputy Chief	11	11	11	0
Fire Fighter	194	194	194	0
Fire Lieutenant	51	51	51	0
Fiscal Manager	1	1	1	0
Payroll Analyst	0	0	1	1
Radio/IT Manager	1	1	1	0
System Administrator	1	1	1	0
<b>TOTAL</b>	<b>285</b>	<b>285</b>	<b>285</b>	<b>0</b>

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
<b>INSPECTIONAL SERVICES</b>				
Administrative Assistant	3	4	4	0
Assistant Commissioner	1	1	1	0
Building Inspector	5	5	5	0
Clerk	2	1	1	0
Code Inspector	1	1	1	0
Commissioner	1	1	1	0
Deputy Commissioner	1	1	1	0
Plumbing & Gas Inspector	2	2	2	0
Records Coordinator	1	1	1	0
Sanitary/Housing Inspector	6	6	6	0
Senior Building Inspector	1	1	1	0
Wire Inspector	2	2	2	0
Zoning Specialist	1	1	1	0
<b>TOTAL</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>
<b>LICENSE COMMISSION</b>				
Administrative Assistant	3	3	3	0
Chief Licensing Investigator	1	1	1	0
Consumer Information Specialist	1	1	1	0
Director of Consumer's Council	1	1	1	0
Executive Assistant	1	1	1	0
Executive Director	1	1	1	0
License Commission Chair	1	1	1	0
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>
<b>POLICE</b>				
Account Clerk	2	2	1	-1
Chief Administrative Officer	1	1	1	0
Clerk	5	5	5	0
Crime Analyst	1	1	1	0
Deputy Superintendent	6	6	6	0
Director of Communications & Media Relations	1	1	1	0
Director of Outreach & Community Programming	1	1	1	0
Domestic Violence Program Assistant	1	1	1	0
Executive Assistant	1	1	1	0
Facility Manager	1	1	1	0
Fiscal Analyst	0	1	1	0
Fleet Manager	1	1	1	0
Forensic Identification Specialist	1	1	1	0
Information System Manager	1	1	1	0
Information System Specialist	1	1	1	0
Junior Accountant	1	1	1	0
Latent Fingerprint Examiner	1	1	1	0
Licensed Social Worker	0	0	1	1
Motor Equipment Repairperson	1	1	1	0

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Payroll Coordinator	1	1	1	0
Personnel Analyst	1	1	1	0
Police Commissioner	1	1	1	0
Police Lieutenant	17	17	17	0
Police Mechanic	2	2	2	0
Police Officer	214	218	218	0
Police Sergeant	33	34	34	0
Police Superintendent	2	2	2	0
Property Clerk	2	2	2	0
Records Administrator	1	1	1	0
Senior Account Clerk	0	0	1	1
Senior Clerk & Typist	2	2	2	0
Senior Crime Analyst	1	1	1	0
Special Legal Assistant	1	1	1	0
Strategic Analysis Coordinator	1	1	1	0
Student Intern	3	3	3	0
System Administrator	1	1	1	0
Training Coordinator	1	1	1	0
<b>TOTAL</b>	<b>311</b>	<b>317</b>	<b>318</b>	<b>1</b>
<b>POLICE REVIEW AND ADVISORY BOARD</b>				
Project & Outreach Coordinator	1	1	1	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TRAFFIC PARKING &amp; TRANSPORTATION</b>				
Administrative Assistant	2	2	2	0
Administrative Hearings Officer	1	1	1	0
Assistant Coordinator of Parking Service	1	1	1	0
Deputy Director of Traffic, Parking & Transportation	1	1	1	0
Director of Traffic, Parking & Transportation	1	1	1	0
Fiscal Manager	1	1	1	0
Junior Traffic Engineer	1	1	0	-1
Laborer	1	0	0	0
Manager of Traffic Engineering & Operations	1	1	1	0
Operational Foreperson	1	1	1	0
Parking Control Officer	33	33	34	1
Parking Control Supervisor	2	2	2	0
Parking Coordinator	1	1	1	0
Parking Services Coordinator	1	1	1	0
Parking Services Supervisor	1	1	1	0
Parking Ticket Analyst	1	1	1	0
Parking Violation Cashier	6	6	6	0
Personnel Analyst	1	1	1	0
Principal Electrical Engineer	1	1	1	0
Project Manager	1	1	1	0
Senior Storekeeper	1	1	1	0

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Street Permit Coordinator	1	1	1	0
Traffic Engineer	0	1	2	1
Traffic Investigator	2	1	1	0
Traffic Maintenance Worker	12	13	13	0
Transportation Planner	1	1	1	0
Working Foreperson	5	5	5	0
<b>TOTAL</b>	<b>81</b>	<b>81</b>	<b>82</b>	<b>1</b>
<b>WEIGHTS &amp; MEASURES</b>				
Sealer	1	1	1	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>				
<b>CABLE TELEVISION</b>				
Administrative Assistant	1	1	1	0
Associate Producer	1	1	1	0
Director of Cable Television	1	1	1	0
Production Manager	1	1	1	0
Videotape Editor	1	1	1	0
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>COMMUNITY DEVELOPMENT</b>				
Administrative Assistant	4	4	4	0
Assistant City Manager of Community Development	1	1	1	0
Associate Planner	5	6	8	2
Chief Fiscal Officer	1	1	1	0
Chief Project Planner	1	0	0	0
Chief of Policy & Planning	1	1	1	0
Community Energy Outreach Manager	1	1	1	0
Director of Community Planning	1	1	1	0
Director of Economic Development	1	1	1	0
Director of Environment & Transportation	1	1	1	0
Director of Housing	1	1	1	0
Environment Program Manager	1	1	1	0
Federal Grants Manager	1	1	1	0
First-time Homebuyer Coordinator	1	1	1	0
Geographic Information Systems Specialist	1	1	1	0
Project Administrator	2	1	1	0
Project Planner	14	17	17	0
Receptionist	1	1	1	0
Senior Account Clerk	1	1	1	0
Sustainability Planner	1	1	1	0
Traffic Calming Program Manager	1	0	0	0
Transportation Planner	1	0	0	0
<b>TOTAL</b>	<b>43</b>	<b>43</b>	<b>45</b>	<b>2</b>
<b>CONSERVATION COMMISSION</b>				
Director	1	1	1	0

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>HISTORICAL COMMISSION</b>				
Archivist/Digital Collections Manager	0	0	1	1
Assistant Director	1	1	1	0
Executive Director	1	1	1	0
Oral Historian	1	1	0	-1
Preservation Administrator	1	1	1	0
Preservation Planner	1	1	1	0
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>PEACE COMMISSION</b>				
Executive Director	1	1	1	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>PUBLIC WORKS</b>				
Accounting Manager	1	1	1	0
Accounts Analyst	1	1	1	0
Administrative Assistant	7	7	6	-1
Assistant Commissioner for Administration	1	1	1	0
Assistant Commissioner for Engineering	1	1	1	0
Assistant Parks Superintendent	1	1	1	0
Building Maintenance Craftsperson	1	1	1	0
Building Operations Senior Laborer	10	10	10	0
Building Services Manager	1	1	1	0
Carpenter	3	3	3	0
Cemetery Maintenance Craftsperson	1	2	2	0
City Arborist	1	1	1	0
Commissioner of Public Works	1	1	1	0
Community Relations Manager	1	1	1	0
Compliance Officer	2	2	2	0
Construction/Utility Inspector	2	2	2	0
Curbsetter	1	1	1	0
Deputy Commissioner	1	1	1	0
Director of Engineering	1	1	1	0
Director of Recycling	1	1	1	0
Engineer	3	3	3	0
Engineering Project Coordinator	1	1	1	0
Engineering Project Manager	2	2	2	0
Environmental Services Manager	1	1	1	0
Facilities Supervisor	1	1	1	0
Fiscal Director	1	1	1	0
Fiscal Project Manager	1	1	1	0
Fleet Inventory Control Specialist	1	1	1	0
Forestry Worker	2	2	2	0
Gardener	1	1	1	0
Geographic Information Systems Specialist	1	1	1	0

## POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Highway Maintenance Craftsperson	4	4	4	0
Human Resources Manager	1	1	1	0
Heating, Ventilation and Air Conditioning Technician	2	2	2	0
Information Systems Manager	1	1	1	0
Laborer	41	39	35	-4
Landscape Administrator	0	0	1	1
Master Mechanic	1	1	1	0
Motor Equipment Operator	32	31	33	2
Motor Equipment Repairperson	4	4	5	1
Operations Manager	1	1	1	0
Painter	3	3	3	0
Park Maintenance Craftsperson	6	7	9	2
Payroll Analyst	1	1	1	0
Permit Coordinator	1	1	1	0
Plumber	2	2	2	0
Project Administrator	2	2	3	1
Supervisor	8	8	8	0
Receptionist	1	1	1	0
Recycling Program Manager	1	1	2	1
Refuse & Parks Inspector	1	1	1	0
Senior Engineer	2	2	2	0
Senior Wastewater/Hydraulic Engineer	1	1	1	0
Sewer Cleaner	4	4	4	0
Sewer Use Compliance Officer	1	1	1	0
Skilled Laborer	1	1	1	0
Student Intern	3	3	3	0
Superintendent of Buildings	1	1	1	0
Superintendent of Cemeteries	1	1	1	0
Superintendent of Parks	1	1	1	0
Superintendent of Streets & Bridges	1	1	1	0
Supervising Engineer	2	2	2	0
Supervisor of Building Operations	1	1	1	0
Supervisor of Building Systems	1	1	1	0
Supervisor of Solid Waste Operations	1	1	1	0
Tree Climber	1	2	2	0
Wastewater Compliance Officer	1	1	1	0
Working Foreperson	16	14	14	0
Working Supervisor	7	9	8	-1
<b>TOTAL</b>	<b>213</b>	<b>213</b>	<b>215</b>	<b>2</b>
<b>WATER</b>				
Administrative Assistant	1	1	1	0
Administrative & Fiscal Operations Manager	1	1	1	0
Assistant Distribution Manager	2	2	2	0
Chief Ranger	1	1	1	0

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Construction Inspector	2	2	2	0
Cross Connection Supervisor	1	1	1	0
Director of Administration	1	1	1	0
Director of Distribution & Engineering	1	1	1	0
Director of Water Operations	1	1	1	0
Engineer	1	1	1	0
Facilities Manager	1	1	1	0
Fiscal Coordinator	1	1	1	0
Instrumentation & Maintenance Manager	1	1	1	0
Inventory Control Specialist	1	1	1	0
Manager of Engineering	1	1	1	0
Managing Director	1	1	1	0
Meter Technician	1	1	1	0
Meter Technician Supervisor	1	1	1	0
Motor Equipment Operator	4	4	4	0
Motor Equipment Repairperson	1	1	1	0
Plant Operations Team Leader	4	4	4	0
Plant Operator	4	4	4	0
Production Manager	1	1	1	0
Reservoir Caretaker	2	2	2	0
Reservoir System Manager	1	1	1	0
Supervisor of Water Quality	1	1	1	0
Water Quality Supervisor	2	2	2	0
Water System Maintenance Craftsperson	7	7	7	0
Watershed Manager	1	1	1	0
Watershed Supervisor	1	1	1	0
Working Supervisor	6	6	6	0
<b>TOTAL</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>0</b>
<b>HUMAN RESOURCES AND DEVELOPMENT</b>				
<b>COMMISSION ON THE STATUS OF WOMEN</b>				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>HUMAN RIGHTS COMMISSION</b>				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>HUMAN SERVICES</b>				
Administrative Assistant	4	4	4	0
Agenda For Children Activities Coordinator	1	1	1	0
Agenda For Children Coordinator for Literacy	1	1	1	0
Assistant City Manager for Human Services	1	1	1	0
Assistant Director for Administration	1	1	1	0
Assistant Director for Adult & Family Services	1	1	1	0

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Assistant Director for Children, Youth & Family Services	1	1	1	0
Community Engagement Team Outreach Leader	0	0	1	1
Childcare Clerk	1	1	1	0
Childcare Coordinator	1	1	1	0
Childcare Director/Teacher	5	5	5	0
Childcare & Family Services Division Head	1	1	1	0
Childcare Head Teacher	6	6	6	0
Childcare Manager	1	1	1	0
Childcare Teacher	13	13	13	0
Children & Youth Services Planner	1	1	1	0
Community Learning Center Assistant Director	0	1	1	0
Community Learning Center Division Head	1	1	1	0
Community Learning Center Fiscal Assistant	0	1	1	0
Community Learning Center Program Assistant	0	1	1	0
Community Learning Center Teacher	7	4	4	0
Community Schools Director	12	12	12	0
Community Schools Division Head	1	1	1	0
Community Schools Program Manager	2	2	2	0
Council On Aging Activities & Volunteer Coordinator	1	1	1	0
Council On Aging Bus Driver	1	1	1	0
Council On Aging Case Manager	1	1	1	0
Council On Aging Citywide Senior Center Director	1	1	1	0
Council On Aging Director of Client Services	1	1	1	0
Council On Aging Division Head	1	1	1	0
Council On Aging Food Services Manager	1	1	1	0
Council On Aging Intake & Referral Specialist	1	1	1	0
Council On Aging Meals Coordinator	1	1	1	0
Council On Aging North Cambridge Senior Center Director	1	1	1	0
Council On Aging Senior Food Pantry Coordinator	1	1	1	0
Danehy Park Assistant Site Supervisor	3	3	3	0
Danehy Park Site Supervisor	1	1	1	0
Disabilities Commission Executive Director	1	1	1	0
Disability Project Coordinator	1	1	1	0
Facilities & Equipment Manager	1	1	0	-1
Golf Course Superintendent	1	1	1	0
Golf Director	1	1	1	0
Golf Greens Assistant	1	1	1	0
Inclusion Services Manager	0	1	1	0
Inclusion Specialist	2	1	1	0
IT System Administrator	1	1	1	0
Kids' Council Executive Director	1	1	1	0
King Open Extended Day Assistant Program Manager	1	1	1	0
Middle School Program Coordinator	1	1	1	0
Multi Service Center Assistant	1	1	1	0

# POSITION LIST

	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Multi Service Center Case Manager	2	2	2	0
Multi Service Center Director	1	1	1	0
Multi Service Center Haitian Services Coordinator	1	1	1	0
Multi Service Center Housing Specialist	1	1	1	0
Multi Service Center Senior Clerk & Typist	1	1	1	0
Office of College Success Coordinator	0	1	1	0
Office of Workforce Development Adult Employment Director	1	1	1	0
Office of Workforce Development Career Counselor	2	2	2	0
Office of Workforce Development Case Manager	1	1	1	0
Office of Workforce Development Division Head	1	1	1	0
Office of Workforce Development Employment Coordinator	1	1	1	0
Office of Workforce Development Employment Director	1	1	1	0
Office of Workforce Development Employment Services Coordinator	1	1	1	0
Office of Workforce Development Job Developer	1	1	1	0
Office of Workforce Development Program Assistant	1	1	1	0
Office of Workforce Development Senior Job Developer	1	1	1	0
Office of Workforce Development Transitional Jobs Coordinator	1	1	1	0
Planning & Development Grant Assistant	1	0	0	0
Planning & Development HMIS Project Manager	1	1	1	0
Planning & Development Homelessness Planner	1	1	1	0
Planning & Development Planner & Contract Manager	0	1	1	0
Personnel Administrator & Fuel Director	1	1	1	0
Project Coordinator	1	1	1	0
Recreation Bus Driver	1	1	1	0
Recreation Center & Aquatics Coordinator	2	2	2	0
Recreation Division Head	1	1	1	0
Senior Account Clerk	2	3	3	0
Senior Clerk/Receptionist	1	0	0	0
Senior Youth Programs Manager	1	1	1	0
STEAM Coordinator	0	0	1	1
Systems Coordinator	0	0	1	1
Youth Center Director	5	5	5	0
Youth Center Program Director	9	9	9	0
Youth Program Manager	1	1	1	0
Youth Programs Division Head	1	1	1	0
Youth Programs Quality & Training Director	2	2	2	0
Youth Special Projects Manager	1	1	1	0
<b>TOTAL</b>	<b>140</b>	<b>141</b>	<b>143</b>	<b>2</b>
<b>LIBRARY</b>				
Administrative Assistant	3	3	3	0
Assistant Director	0	0	1	1
Associate Librarian	4	4	3	-1
Branch Manager	5	5	5	0
Building Custodian	2	2	3	1

# POSITION LIST

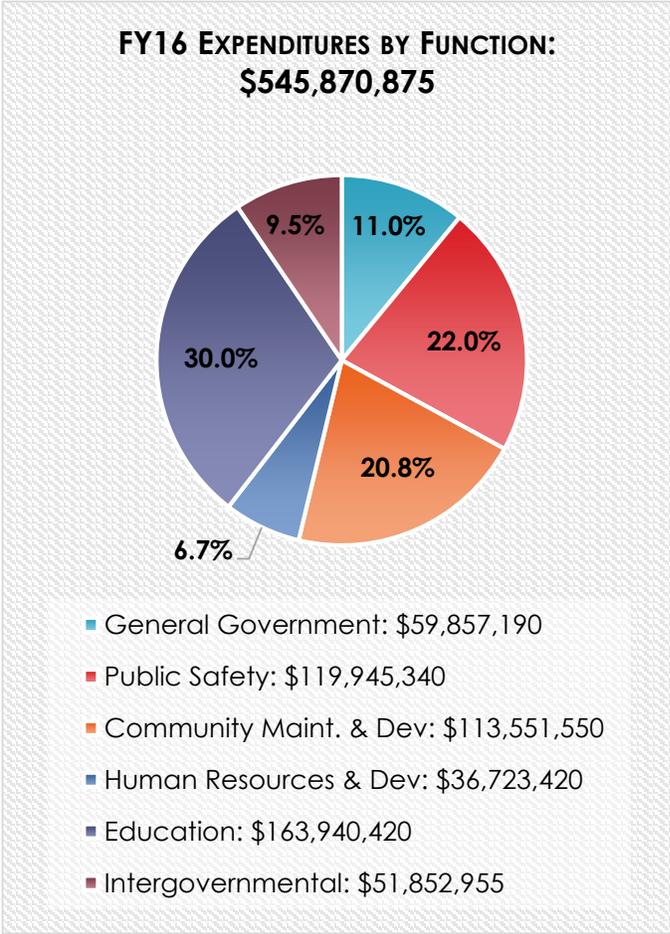
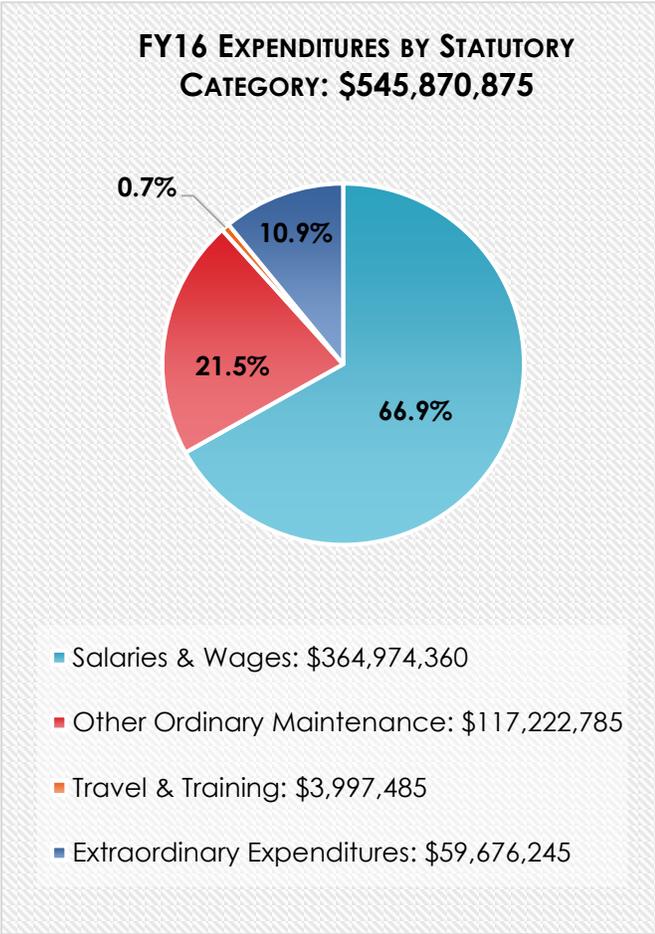
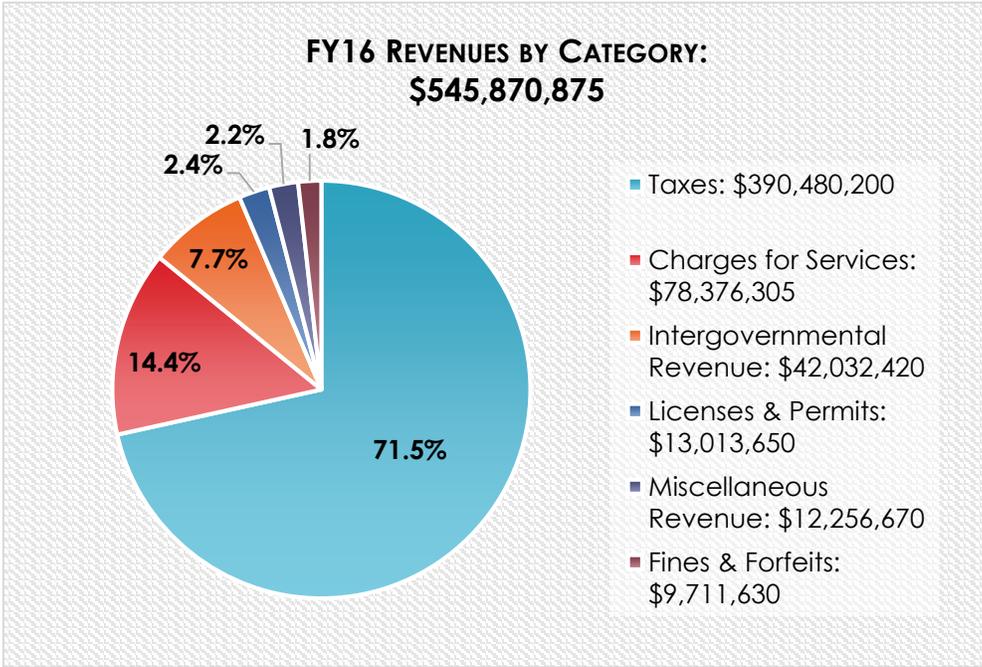
	FY14 STAFF POSITIONS	FY15 STAFF POSITIONS	FY16 STAFF POSITIONS	FY16 TO FY15 VARIANCE
Deputy Director	2	2	1	-1
Director	1	1	1	0
Facilities Manager	1	1	1	0
Laborer	1	1	0	-1
Librarian	15	16	15	-1
Library Analyst	1	1	1	0
Library Assistant	9	9	9	0
Library Associate	5	6	6	0
Library Clerk	2	2	2	0
Literacy Specialist	1	1	1	0
Manager of Adult Services	1	1	1	0
Manager of Borrower Services	1	1	1	0
Manager of Collection Services	0	0	1	1
Senior Building Custodian	1	1	1	0
Senior Librarian	8	8	9	1
Senior Technician	2	2	2	0
Systems Coordinator	1	1	1	0
<b>TOTAL</b>	<b>66</b>	<b>68</b>	<b>68</b>	<b>0</b>
<b>VETERANS' SERVICES</b>				
Director	1	1	1	0
Manager of Veterans' Benefits & Services	1	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,438</b>	<b>1,451</b>	<b>1,463</b>	<b>12</b>

## **SECTION III**

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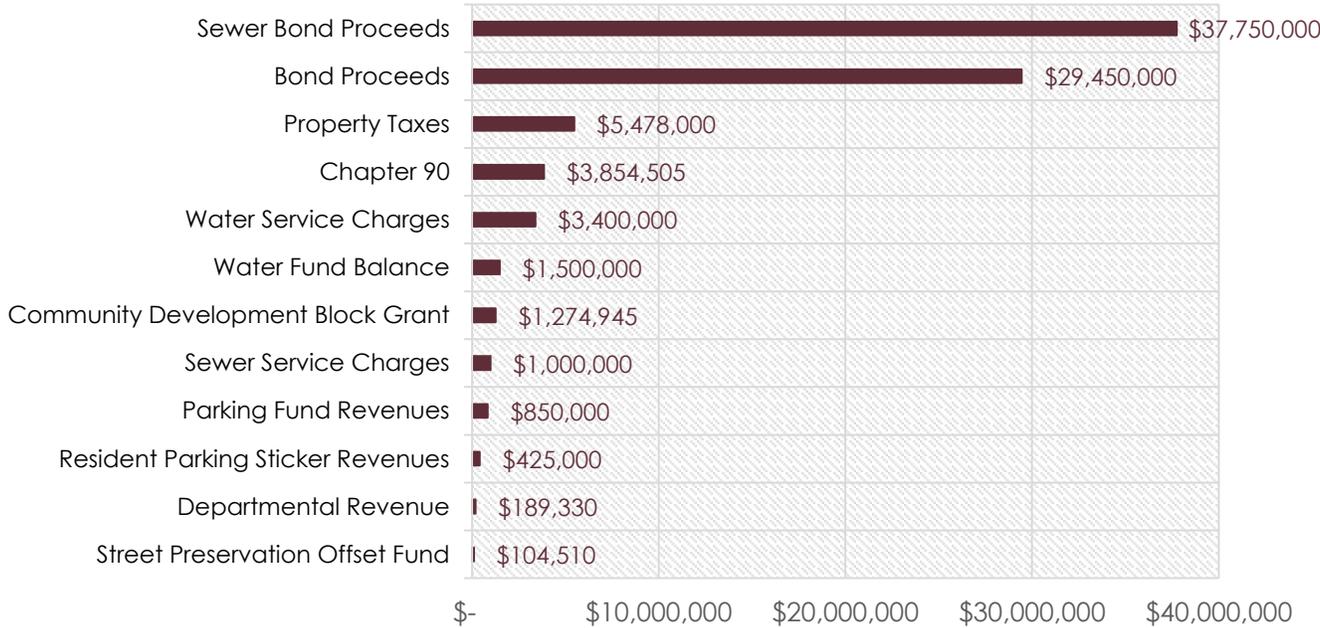
### **FINANCIAL SUMMARIES**

# FINANCIAL SUMMARIES – FY16 OPERATING BUDGET

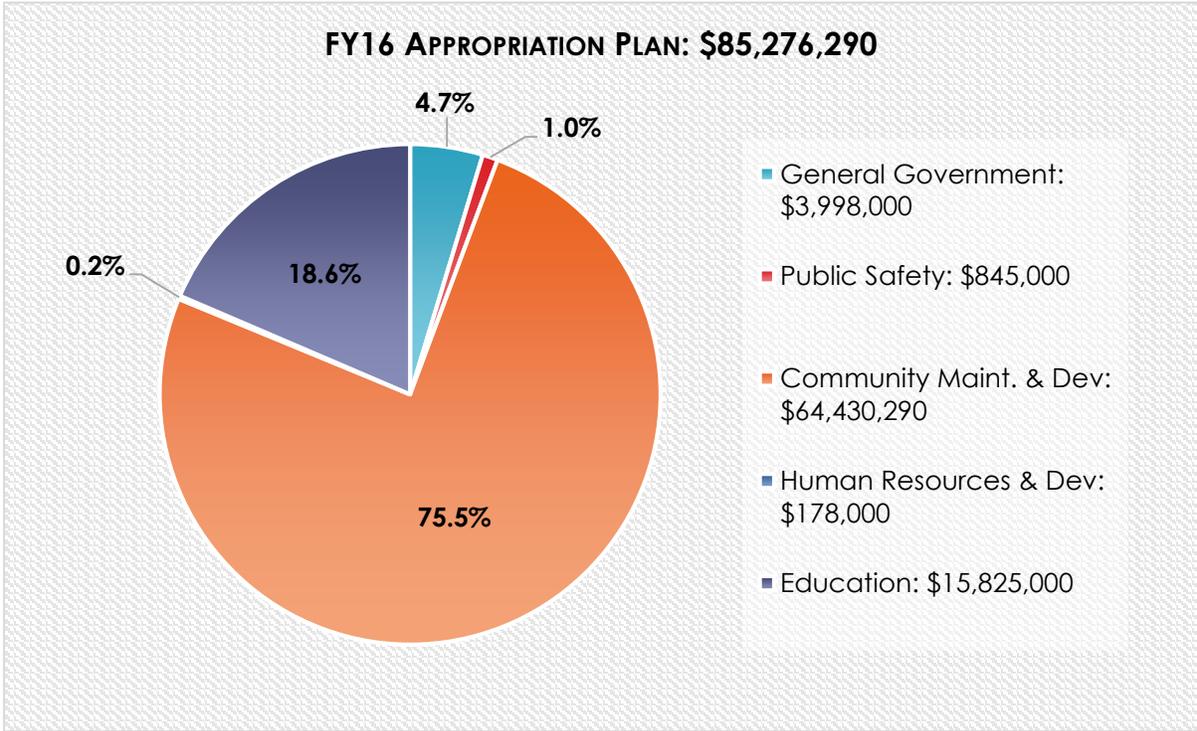


# FINANCIAL SUMMARIES – FY16 PUBLIC INVESTMENT BUDGET

## FY16 FINANCING PLAN BY SOURCE: \$85,276,290



## FY16 APPROPRIATION PLAN: \$85,276,290



# BUDGET CALENDAR

DECEMBER 10, 2014	Briefing on FY16 budget guidelines by City Manager. Distribution of budget notebook and materials to Departments. Meeting of departmental finance personnel with Budget Office staff.
DECEMBER 11, 2014 THROUGH JANUARY 12, 2015	All personnel analysis sheets must be reviewed for accuracy. All corrections must be placed on the personnel analysis sheets or submitted online. Begin updating FY16 budget narratives in the budget system. Review City Council goals and objectives as part of the updating process.
JANUARY 16, 2015	Deadline for Operating Budget submission to the Budget Office. <ul style="list-style-type: none"> <li>• All FY15 revenue and expenditure projections and FY16 requests should be submitted online.</li> <li>• Complete FY16 budget narratives in the budget system.</li> <li>• Update actuals as of 12/31/14 and projections as of 06/30/15 for all existing performance measures.</li> </ul>
JANUARY 23, 2015	Deadline for Capital Budget submission to the Budget Office.
FEBRUARY 17, 2015 THROUGH APRIL 3, 2015	Formal department presentations to the City Manager. Budget presentation templates need to be finished, along with all supporting documentation, in conjunction with Budget Analyst for final review with Budget Director 72 hours prior to the scheduled meeting. This meeting should be a review to make only minor adjustments.
APRIL 27, 2015	Submission of the City Manager's Budget to the City Council. Departments update actuals as of 3/31/15 for all existing performance measures.
MAY 4, 2015 THROUGH MAY 21, 2015	Dates for public hearings on the FY16 Budget.
JUNE 1, 2015	Projected Budget adoption date.
JUNE 11, 2015	Deadline for City Council adoption of the Budget.
JUNE 26, 2015	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work plans) to the City Auditor for execution.
JULY 1, 2015	Begin execution of FY16 allotment plans.

# **BUDGET PROCESS**

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The preparation of the annual budget for the City is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY16 was initiated in November 2014. At that time, Budget Office staff met with the City Manager and Finance Director to update the City's five-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

The budget format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. The emphasis is on further integration of City Council goals. Working within this framework has facilitated the continuing refinement of the budget document. In the FY16 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.

The City Manager, in his guidelines, emphasized the need to reduce the growth in budgets by managing positions and identifying other cost reductions so that fixed cost increases could be absorbed without having an adverse effect on the total budget. All non-personnel operating items known to be increasing due to contractual terms should try to be absorbed within departmental budgets and not knowingly under-budgeted. Departments should expect that reductions could be made during the review process. The supplemental request process remained the same, with requests for new or expanded services submitted separately outside of the base budget. The FY16 goal was to submit a budget to the City Council that supports Council priorities and programmatic and operational needs. A particular emphasis has been placed on the Council's goal to evaluate all expenditures with a view of maintaining the strong fiscal position that the City has experienced over the past several years and alleviating the impact on the taxpayers.

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 submitted the FY16 Budget to the City Council on April 27, 2015.

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 4-21, 2015. 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 within which to act (by June 11). The City Council is projected to adopt the FY16 Budget on June 1, 2015. The annual budget for FY16 becomes effective July 1, 2015.

## **BUDGET AMENDMENT PROCESS**

During the course of the year, on recommendation of the City Manager, the City Council may, by majority vote, transfer any amount appropriated by a department to another statutory category within the same department. A two-thirds vote of the City Council is required to transfer appropriations from one department to another. In order to increase the total appropriation in any department, a majority vote of the City Council is required.

# **BASIS OF BUDGETING & ACCOUNTING**

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## **BASIS OF BUDGETING**

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

1. Salaries & Wages
2. Other Ordinary Maintenance
3. Travel & Training
4. Extraordinary Expenditures

Revenues for the Parking Fund are recorded within the Parking Fund; however, 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.

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, who has bottom line authority on the School Budget. 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 Generally Accepted Accounting Principles (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.

# BASIS OF BUDGETING & ACCOUNTING

## BASIS OF ACCOUNTING

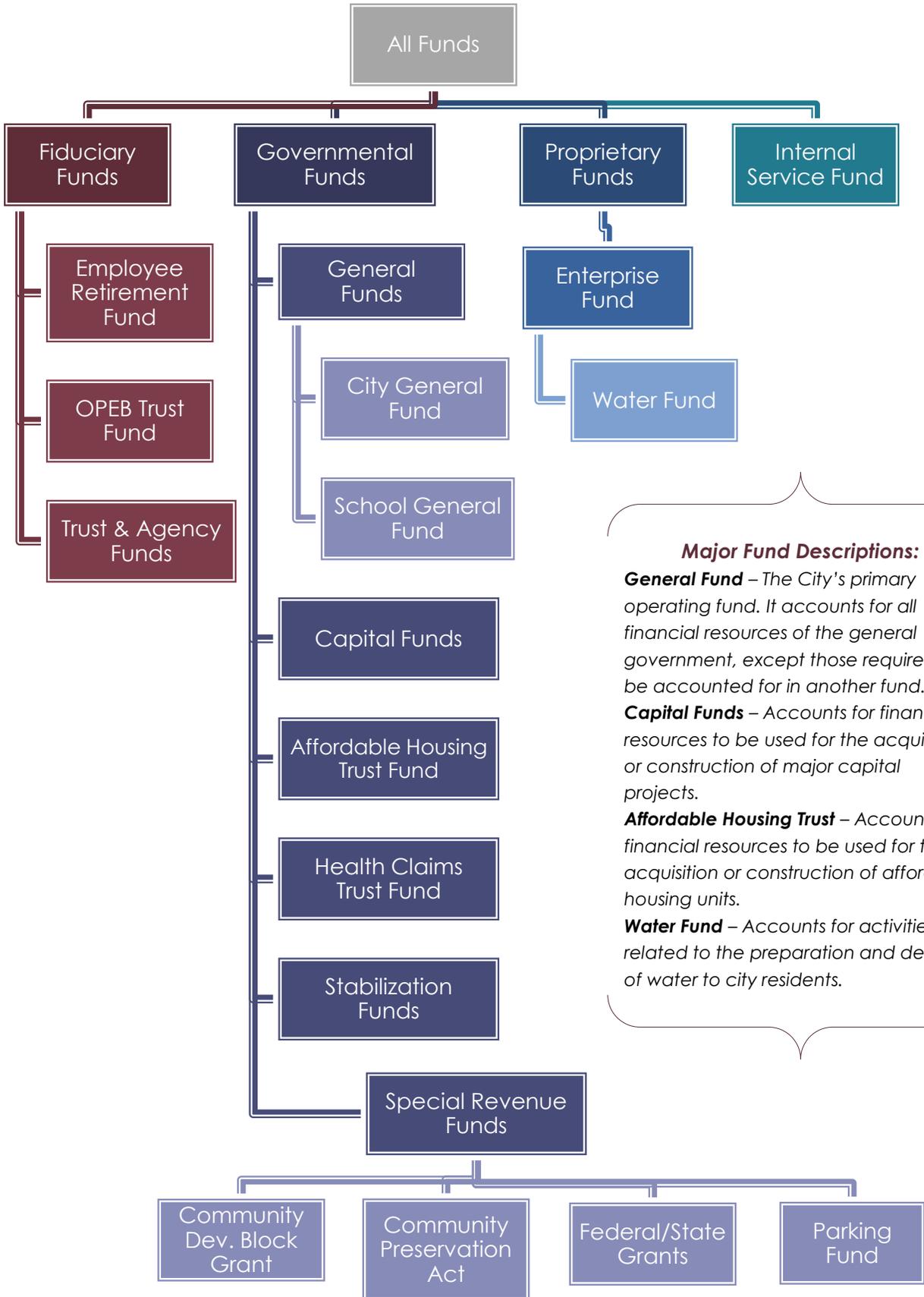
The City prepares its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

- 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 Funds 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, 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 Funds 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.

There are certain differences in classifications between revenues, expenditures, and transfers. The following reconciliation summarizes the differences between the Basis of Budgeting and the Basis of Accounting for the year ended June 30, 2014.

	REVENUES	EXPENDITURES	OTHER FINANCING SOURCES (USES), NET
<b>AS REPORTED ON A BUDGETARY BASIS</b>	<b>\$473,274,131</b>	<b>\$471,303,548</b>	<b>\$9,806,875</b>
Adjustments:			
Revenues to Modified Accrual Basis	\$8,708,273	\$0	\$0
Expenditures, Encumbrances, and Accruals (Net)	\$0	(\$5,114,905)	\$0
On Behalf Contribution for Teachers Pension	\$27,307,321	\$27,307,321	\$0
Reclassifications:			
Premium on Debt Issuance	\$0	\$0	\$4,102,740
Transfers Not Reported on a Budgetary/GAAP Basis	\$0	\$0	\$1,813,330
<b>AS REPORTED ON AN ACCOUNTING BASIS (GAAP)</b>	<b>\$509,289,725</b>	<b>\$493,495,964</b>	<b>\$15,722,945</b>

# CITY FUND STRUCTURE



# DEPARTMENT/FUND RELATIONSHIP

The following chart shows City departments by fund:

DEPARTMENT	GENERAL FUND	WATER FUND	CAPITAL FUNDS
Animal Commission	√		
Cable T.V.	√		√
Cambridge Health Alliance	√		
Cherry Sheet Assessments	√		
City Clerk	√		
City Council	√		
Community Development	√		√
Conservation Commission	√		
Debt Service	√		
Election	√		
Electrical	√		√
Emergency Communications	√		√
Employee Benefits	√		
Executive	√		
Finance	√		√
Fire	√		√
General Services	√		
Historical Commission	√		
Human Rights	√		
Human Services	√		√
Inspectional Services	√		
Law	√		
Library	√		√
License Commission	√		
Mayor	√		
MWRA	√		
Peace Commission	√		
Police	√		√
Police Review & Advisory Board	√		
Public Celebrations	√		√
Public Works	√		√
Reserve	√		
Schools	√		√
Traffic, Parking & Transportation	√		√
Veterans	√		
Water		√	√
Weights & Measures	√		
Women's Commission	√		

# BUDGET APPROPRIATION

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Below is the breakout of the FY16 Budget Appropriation by Fund.

<b>CAPITAL FUND</b>	
Bonded Projects	\$67,200,000
Non-bonded Projects	\$18,076,290
<b>TOTAL CAPITAL FUND</b>	<b>\$85,276,290</b>
<b>GENERAL FUND</b>	
Direct General Fund	\$499,862,850
City Debt Stabilization Fund Transfer	\$1,300,000
Community Development Block Grant Fund Transfer	\$1,236,315
Health Claims Trust Fund Transfer	\$8,800,000
Parking Fund Transfer	\$20,166,730
School Debt Stabilization Fund Transfer	\$540,865
<b>TOTAL GENERAL FUND</b>	<b>\$531,906,760</b>
<b>WATER FUND</b>	
<b>TOTAL WATER FUND</b>	<b>\$13,964,115</b>
<b>TOTAL FY16 BUDGET APPROPRIATED FUNDS</b>	<b>\$631,147,165</b>

# GRANTS

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Below are grants awarded to the City that are not included in the General Fund. These grants support programs in several departments, benefit Cambridge residents, and help meet community needs.

## GENERAL GOVERNMENT

- **Massachusetts Cultural Council Grant (\$20,000).** Grant provides mini-grants to artists, arts organizations, and community groups in Cambridge. Mini-grants awarded through the Arts Council are made through a competitive grant application and review process established by the Massachusetts Cultural Council. (Arts Council)

## PUBLIC SAFETY

- **City of Boston - Homeland Security Grant (\$43,490).** Grant supports trainings performed in conjunction with the Urban Area Security Initiative (UASI). The UASI committee coordinates the emergency planning in UASI communities, which include Cambridge. The City of Boston is the fiscal agent for the Urban Area Security Initiative and Homeland Security Funds. (Fire)
- **Massachusetts Executive Office of Public Safety and Security (EOPSS) - Fire Services (\$187,500).** Grant funds new and replacement equipment for the Fire Department's Hazardous Materials Response Team. (Fire)
- **Massachusetts EOPSS - Fire Services (\$14,720).** Grant provides funds to continue the Student Awareness of Fire Education Program, which educates seniors and students in the dangers of fire and its effect on people, property, and the environment. (Fire)
- **Massachusetts EOPSS - Highway Safety Pedestrian and Bicycle Safety Enforcement Grant (\$7,500).** Grant will fund: 1) "traffic calming" of residential neighborhoods and high volume areas, such as Inman, Porter, Harvard, and Central Squares, 2) stricter enforcement of traffic regulations protecting pedestrians and cyclists, and 3) better traffic education of both motorists and non-motorists. (Police)
- **Massachusetts EOPSS - Highway Safety Sustained Traffic Enforcement Grant (\$100,500).** Grant provides overtime for targeted enforcement in high density crash locations during peak hours, with the ultimate goal of decreasing injuries and fatalities. (Police)
- **Massachusetts EOPSS - Highway Safety Traffic Enforcement Grant (\$35,000).** Grant provides overtime funding to conduct high-visibility enforcement (HVE) patrols. HVEs are a traffic safety approach designed to deter and change unlawful traffic behaviors, combining highly visible and proactive law enforcement targeting a specific traffic safety issue. The Traffic Unit utilizes this funding to participate in state-scheduled "mobilizations," including: 1) Speed and Aggressive Driving, 2) Drive Sober or Get Pulled Over, 3) Click It or Ticket, and 4) Distracted Driving. (Police)
- **Massachusetts EOPSS - Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI) Grant (\$20,500).** The Shannon CSI is administered as part of a regional collaborative through the Metropolitan Area Planning Council. Grant funds are used primarily for overtime enforcement through participation in the multi-jurisdictional gang task force and the Boys and Girls Club's late night basketball league. (Police)
- **Massachusetts 911 Department - Public Safety Answering Position (PSAP) Support Grant (\$301,330).** Grant supports certain Emergency Communications dispatch personnel, overtime, and annual maintenance costs of software and other equipment. (Emergency Communications)

## GRANTS

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- **Massachusetts 911 Department - PSAP Training Grant (\$61,590).** Grant supports the cost of attending training courses, fees for conferences, and software maintenance expenditures. The grant will also reimburse overtime costs for dispatchers attending the trainings. (Emergency Communications)
- **U.S. Department of Justice - Bureau of Justice Assistance Block Grant (\$41,105).** Funds expand the Police Department's mobile computing capabilities for Police cruisers and walking officers. (Police)

## COMMUNITY MAINTENANCE & DEVELOPMENT

- **Massachusetts Cultural Council (\$6,400).** Grant supports two part-time archives assistants, who maintain the Historical Commission's public archive of Cambridge history. (Historical Commission)

## HUMAN RESOURCES & DEVELOPMENT

- **Cambridge Housing Authority (\$72,835).** The Office of Workforce Development receives funds from the Cambridge Housing Authority to support Cambridge Employment Program job search services for public housing residents. (Human Services)
- **Children's Trust Fund (\$62,000).** This Massachusetts Family Center grant funds support programs for families with children from birth to age six. (Human Services)
- **Commonwealth Corporation (\$63,685).** These funds are used for ESOL classes in the workplace for employees of the Cambridge Health Alliance and Spaulding Hospital's Cambridge facility. (Human Services)
- **Foundations/Friends of the Community Learning Center/First Literacy/Cambridge Housing Authority/Miscellaneous (\$155,910).** The Community Learning Center receives funds from several foundations, from private donations, and from the Cambridge Housing Authority for transitional classes for adults with a high school diploma who are interested in attending college, leadership training for students, career awareness workshops, additional ESOL classes, and ESOL distance learning workshops. (Human Services)
- **Low-Income Fuel Assistance (\$1,170,365).** Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served over 1,755 households in Cambridge and Somerville during the 2014-15 winter season through financial assistance for heating bills and rental assistance if heat is included in the rent. (Human Services)
- **Massachusetts Department of Early Education and Care - Universal Prekindergarten Pilot Classroom Quality (\$30,090).** The Childcare and Family Support Services Division has been awarded funds for preschool programs to provide resources and support to enhance high quality standards. (Human Services)
- **Massachusetts Department of Elementary and Secondary Education (\$911,530).** The Community Learning Center receives state and federal funds for adult basic education, ESOL classes, civic education, volunteer coordination, ESOL distance learning, and family literacy. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents. (Human Services)

## GRANTS

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- **Massachusetts Department of Housing and Community Development (DHCD) (\$92,835).** 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. (Human Services)
- **Massachusetts DHCD - Family Shelter & Services Program (\$425,365).** Funding is for emergency shelter, case management, housing placement, and stabilization services for homeless families through the Cambridge YWCA. (Human Services)
- **Massachusetts EOPSS - Shannon CSI Grant (\$13,000).** Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program. (Human Services)
- **Massachusetts Executive Office of Education - Coordinated Family & Community Engagement Grant (\$158,930).** This grant funds outreach to hard-to-serve families, provides parent education and support for transitions to schools, and links families to comprehensive services. (Human Services)
- **Massachusetts Executive Office of Elder Affairs/Project Bread Grants (\$121,740).** The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation and to support operations at the Citywide Senior Center, including reception, classes, and weekend activities. Project Bread funds support the Senior Center food pantry. (Human Services)
- **U.S. Department of Education - Bureau of Nutrition (\$125,515).** Federal reimbursement ensures that children and youth under the age of 19 can receive nutritious meals during summer vacation. DHSP operated 24 meal sites in the summer of 2014, serving approximately 47,000 meals. (Human Services)
- **U.S. Department of Housing and Urban Development (HUD) - Continuum of Care (CoC) Program (\$3,685,625).** This grant program is a consolidation of the Supportive Housing Program and the Shelter Plus Care Program grants. CoC funds 34 projects previously funded by those programs assisting homeless persons through a continuum of care with housing and services. (Human Services)
- **U.S. HUD - Emergency Solutions Grant Program (\$225,340).** These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and to assist homeless or tenuously housed individuals and families with housing through the Multi-Service Center and community partners. (Human Services)
- **U.S. (HUD - Fair Housing Assistance Grant (\$49,900).** Funds support a portion of the salary of an Attorney-Investigator, who works on cases from the Fair Housing Assistance Program (FHAP). FHAP activities include case processing, education/outreach, and participation in mandatory HUD-sponsored training. (Human Rights)

## EDUCATION

For information about School Department grants, please refer to the Cambridge Public Schools' FY2016 Budget document, which can be found at [www.cpsd.us](http://www.cpsd.us).

## FINANCIAL POLICIES & GUIDELINES

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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, the City's financial staff will make changes accordingly. After careful review, this plan is submitted to the rating agencies in conjunction with 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.

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. The debt to be issued includes tax-supported bonds issued to finance several large construction projects and the School reconstruction program renovation projects critical to maintaining a high quality of life in Cambridge. These low debt levels are the direct result of using bond proceeds to finance capital projects only after it has been determined that there are no other feasible means of financing the projects.

The following chart compares selected ratios of Cambridge (in accordance with City's financial policies) with the medians of all U.S. cities rated Aaa by Moody's Investors Service. As the chart indicates, the ratios of Cambridge compare favorably with the medians of cities across the nation with the highest rating awarded by Moody's.

	MEDIAN	CAMBRIDGE	VARIANCE
Per Capita Assessed Valuation	\$170,754	\$286,636	\$115,882
Unassigned Fund Balance as % of Revenues	29.97%	31.15%	1.18%
Total Fund Balance as % of Revenues	32.05%	42.63%	10.58%
Gross Direct Debt as % of Assessed Valuation	2.16%	1.20%	-.96%

Source: Moody's Investors Service Publicly Rated U.S. Local Government Medians Report. Cambridge figures are from the 2014 CAFR. The population figure of 105,162 is from the U.S. Department of Commerce Bureau of Census' 2010 Census Report.

## FINANCIAL POLICIES & GUIDELINES

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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. Numbers are in the millions.

	FY12	FY13	FY14	FY15	FY16
Excess Levy Capacity (1)	\$102.6	\$104.1	\$117.5	\$134.0	\$140.7
General Fund Balance (2)	\$163.2	\$196.0	\$227.5	\$239.6	\$239.6
Free Cash (3)	\$115.8	\$142.2	\$160.5	\$135.0	\$125.0
Rapidity of Debt Retirement (4)	83.4%	81.5%	83.1%	82.1%	84.5%

- (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 FY12-15 are actual amounts and FY16 is a projected figure.
- (2) The amounts shown for General Fund Fund Balances include those funds moved to the General Fund to satisfy GASB 34 requirements. FY15 and FY16 are projected figures.
- (3) Free Cash is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY12-14 are actual amounts and those shown for FY15-16 are projected figures.
- (4) The percentages shown represent the percent of total debt that would be retired in 10 years. With few exceptions, all debt issued by the City is retired within 10 years. Percentage does not include ensuing year's bond issue.

# INVESTMENT POLICY

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## I. PURPOSE

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of City funds. The City's investment program is operated by the City Treasurer in conformance with all applicable federal and state requirements, including MGL 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. The City Manager will review these policy statements with the City Council each year, 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 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 GAAP.

## 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 reasonably be 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.

# INVESTMENT POLICY

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## 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.

# INVESTMENT POLICY

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## C. Delegation of Authority

Authority to manage the investment program is granted to the Assistant Finance Director, hereinafter referred to as the 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 manager. 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, Director of Assessing, 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 agencies 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 MGL 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 one of its agencies.
- In United States government securities or securities of United States government agencies.
- Money market mutual funds regulated by the Securities and Exchange Commission, 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.

# INVESTMENT POLICY

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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 deposit, 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 60% 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 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% 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.

# INVESTMENT POLICY

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## 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 to 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**

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## **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.

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 or 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.

# DEBT MANAGEMENT POLICY

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## 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, 10, and 20-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. The City intends only to invest and spend bond proceeds for projected capital expenditures to comply with the 24-month payout exception in the U.S. federal regulations regarding non-arbitrage bonds. In the event of unexpected delays in capital spending, the bond proceeds shall be invested in allowable instruments that either restricts the yield so that the City does not benefit, or rebate the positive arbitrage to the U.S. government.
- 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) 20 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 within 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 10 years.
- G. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3% and at least \$1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.

# DEBT MANAGEMENT POLICY

- H. The City shall not exceed 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

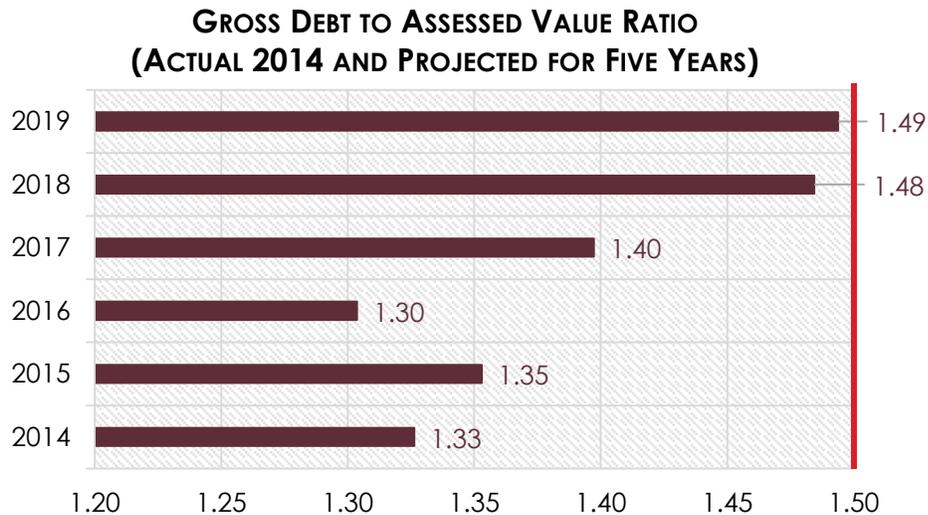
POPULATION <sup>1</sup>	ASSESSED VALUE <sup>2</sup>	NET DIRECT DEBT <sup>3</sup>	RATIO OF NET DIRECT DEBT TO ASSESSED VALUE	NET DIRECT DEBT PER CAPITA
105,162	\$30,143,180,521	\$309,581,784	1.03%	\$2,944

<sup>1</sup> The population figure is from the 2010 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, 2014.

<sup>3</sup> The net direct debt is as of June 30, 2014 (includes FY15 bond issue but excludes debt retired during FY15).

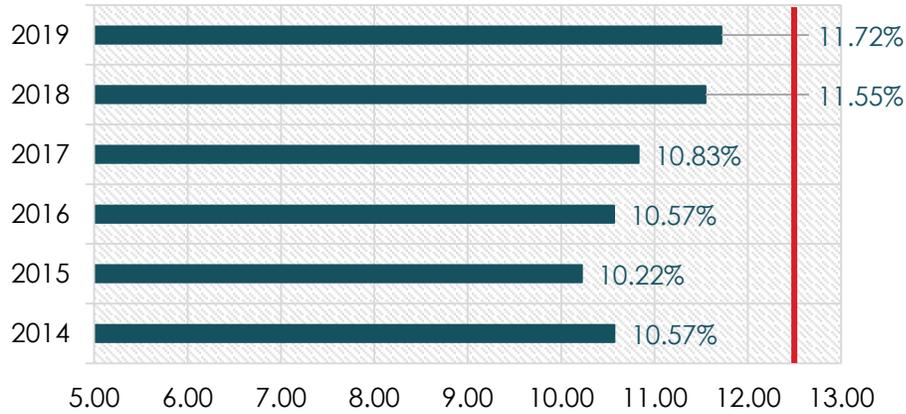
## PROJECTED DEBT RATIOS



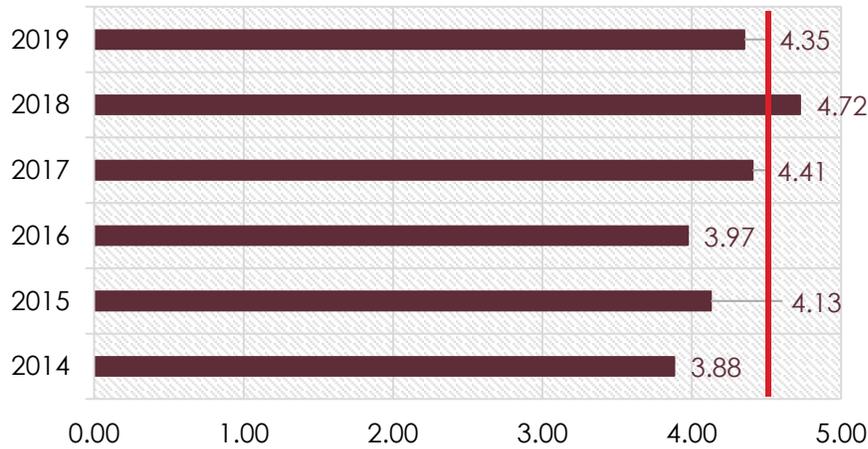
# DEBT MANAGEMENT POLICY

## PROJECTED DEBT RATIOS

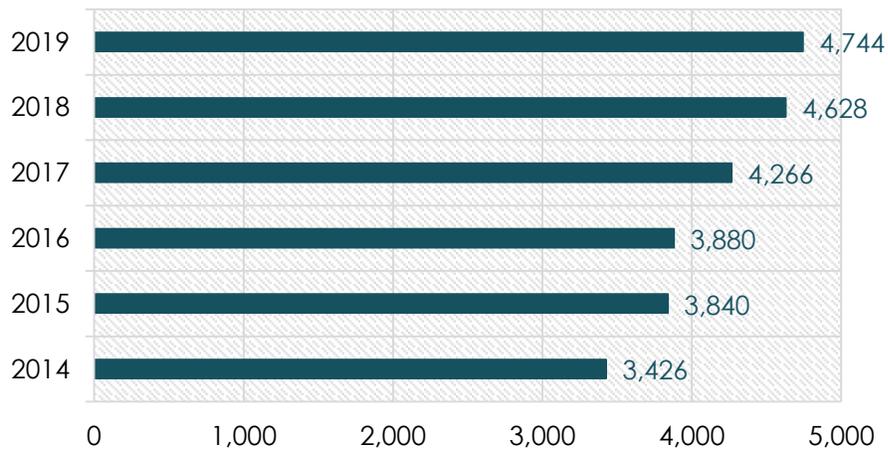
**GROSS DEBT AS PERCENTAGE OF OPERATING EXPENDITURES  
(ACTUAL 2014 AND PROJECTED FOR FIVE YEARS)**



**NET DEBT PER CAPITA TO PER CAPITA INCOME  
(ACTUAL 2014 AND PROJECTED FOR FIVE YEARS)**



**GROSS DEBT PER CAPITA  
(ACTUAL 2014 AND PROJECTED FOR FIVE YEARS)**



# DEBT MANAGEMENT POLICY

## GENERAL DEBT LIMIT

Under Massachusetts statutes, the general debt limit of the City 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 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 the members of the Municipal Finance Oversight Board.

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% of equalized valuation), housing, urban renewal, economic development (subject to variation debt limits), and electric and gas (subject to a separate limit equal to the general debt limit, including the same doubling provision). Industrial revenue bonds, electrical revenue bonds, and water pollution abatement revenue bonds are not subject to these debt limits. The general debt limit and the special debt limit for water bonds apply at the time the debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

## DEBT LIMIT CALCULATION

<b>EQUALIZED VALUATION AS OF JANUARY 1, 2014</b>	<b>\$29,733,817,500</b>
<b>DEBT LIMIT (5% OF EQUALIZED VALUATION)</b>	<b>\$1,486,690,875</b>
Total Outstanding Debt as of June 30, 2015	\$405,758,111
Total Authorized / Unissued Debt as of June 30, 2015	\$140,787,819
<b>TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT</b>	<b>\$546,545,930</b>
Amount of Outstanding Debt Outside the Debt Limit	\$10,140,000
Amount of Authorized / Unissued Debt Outside the Debt Limit	\$0
<b>OUTSTANDING DEBT PLUS AUTHORIZED / UNISSUED OUTSIDE THE DEBT LIMIT</b>	<b>\$10,140,000</b>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$546,545,930
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	\$10,140,000
<b>DEBT SUBJECT TO THE DEBT LIMIT</b>	<b>\$536,405,930</b>
Debt Limit (5% of Equalized Valuation)	\$1,486,690,875
<b>REMAINING BORROWING CAPACITY UNDER DEBT LIMIT</b>	<b>\$950,284,945</b>

# DEBT MANAGEMENT POLICY

## FY16 DEBT DISTRIBUTION

	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION*
CITY	\$41,612,820	\$12,701,705	\$54,314,525
SCHOOL	\$472,170	\$68,695	\$540,865
WATER	\$2,420,000	\$446,505	\$2,866,505
<b>TOTAL</b>	<b>\$44,504,990</b>	<b>\$ 13,216,905</b>	<b>\$57,721,895</b>

\*General Fund debt service 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, 2015)

The City has historically had conservative debt guidelines. When the City embarked on an aggressive capital improvement program several years ago, it established a policy of measuring the impact of debt service requirements on the long-term financial plan, retiring 70% of its debt within 10 years of the date of issue and allocating funds from reserve accounts to finance projects that 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 elementary school reconstruction program. In addition, key ratios, such as net direct debt to assessed value and unreserved fund balance as a percent of revenues, compare favorably with national medians.

	TOTAL DEBT	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION
2015-2016	\$405,758,111	\$44,504,990	\$13,216,905	\$57,721,895
2016-2017	\$361,253,121	\$42,742,467	\$12,478,585	\$55,221,052
2017-2018	\$318,510,654	\$40,800,288	\$11,100,604	\$51,900,892
2018-2019	\$277,710,366	\$36,200,675	\$9,722,621	\$45,923,296
2019-2020	\$241,509,691	\$33,609,644	\$8,464,159	\$42,073,803
2020-2021	\$207,900,047	\$32,199,205	\$7,291,972	\$39,491,177
2021-2022	\$175,700,842	\$29,514,372	\$6,097,103	\$35,611,475
2022-2023	\$146,186,470	\$26,170,502	\$5,229,895	\$31,400,397
2023-2024	\$120,015,968	\$22,220,217	\$4,320,246	\$26,540,463
2024-2025	\$97,795,751	\$20,185,751	\$3,419,694	\$23,605,445
2025-2026	\$77,610,000	\$14,790,000	\$2,642,744	\$17,432,744
2026-2027	\$62,820,000	\$12,430,000	\$2,120,970	\$14,550,970
2027-2028	\$50,390,000	\$11,600,000	\$1,687,307	\$13,287,307
2028-2029	\$38,790,000	\$9,630,000	\$1,272,450	\$10,902,450
2029-2030	\$29,160,000	\$7,605,000	\$932,669	\$8,537,669
2030-2031	\$21,555,000	\$6,355,000	\$679,069	\$7,034,069
2031-2032	\$15,200,000	\$5,350,000	\$469,875	\$5,819,875
2032-2033	\$9,850,000	\$4,825,000	\$304,750	\$5,129,750
2033-2034	\$5,025,000	\$2,975,000	\$155,375	\$3,130,375
2034-2035	\$2,050,000	\$2,050,000	\$61,500	\$2,111,500

# RESERVE POLICY

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## I. PURPOSE

The purpose of this policy is to 1) preserve the creditworthiness 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 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. The City Manager will review these policy statements with the City Council each year, 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 shall maintain:

An Unassigned General Fund Fund 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 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 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.

# THREE-YEAR CONSOLIDATED FINANCIAL SCHEDULE

This schedule is a consolidated three-year financial summary for the General, Water, and Capital Funds.

	GENERAL FUND			WATER FUND			CAPITAL FUND			TOTAL		
	FY14 Actual	FY15 Projected	FY16 Proposed Budget	FY14 Actual	FY15 Projected	FY16 Proposed Budget	FY14 Actual	FY15 Projected	FY16 Proposed Budget	FY14 Actual	FY15 Projected	FY16 Proposed Budget
<b>REVENUES</b>												
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$58,338,000	\$15,405,655	\$67,200,000	\$58,338,000	\$15,405,655	\$67,200,000
CHARGES FOR SERVICES	\$60,734,275	\$62,004,080	\$63,698,105	\$17,435,505	\$18,000,000	\$14,328,200	\$214,165	\$197,835	\$5,014,330	\$78,383,945	\$80,201,915	\$83,040,635
FINES & FORFEITS	\$10,956,550	\$10,608,625	\$9,711,630	\$0	\$0	\$0	\$0	\$0	\$850,000	\$10,956,550	\$10,608,625	\$10,561,630
FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$1,500,000	\$0	\$0	\$1,850,000
INTERGOVERNMENTAL REVENUE	\$41,368,190	\$43,247,375	\$42,032,420	\$0	\$0	\$0	\$24,681,710	\$2,553,475	\$5,129,450	\$66,049,900	\$45,800,850	\$47,161,870
LICENSES & PERMITS	\$24,544,800	\$22,073,930	\$13,013,650	\$0	\$0	\$0	\$185,945	\$238,115	\$104,510	\$24,730,745	\$22,312,045	\$13,118,160
MISCELLANEOUS REVENUE	\$12,010,115	\$11,119,215	\$12,256,670	\$0	\$0	\$0	\$226,510	\$250,000	\$0	\$12,236,625	\$11,369,215	\$12,256,670
TAXES	\$367,590,320	\$381,008,370	\$390,480,200	\$0	\$0	\$0	\$0	\$0	\$5,478,000	\$367,590,320	\$381,008,370	\$395,958,200
<b>TOTAL REVENUES</b>	<b>\$517,204,250</b>	<b>\$530,061,595</b>	<b>\$531,192,675</b>	<b>\$17,435,505</b>	<b>\$18,000,000</b>	<b>\$14,678,200</b>	<b>\$83,646,330</b>	<b>\$18,645,080</b>	<b>\$85,276,290</b>	<b>\$618,286,085</b>	<b>\$566,706,675</b>	<b>\$631,147,165</b>
<b>EXPENDITURES</b>												
GENERAL GOVERNMENT	\$39,652,830	\$49,078,440	\$59,857,190				\$125,000	\$3,800,000	\$3,998,000	\$39,777,830	\$52,878,440	\$63,855,190
PUBLIC SAFETY	\$113,826,635	\$117,287,340	\$119,945,340				\$60,000	\$263,000	\$845,000	\$113,886,635	\$117,550,340	\$120,790,340
COMMUNITY MAINT. & DEVELOPMENT	\$91,683,880	\$99,882,055	\$99,587,435	\$13,536,855	\$13,734,625	\$13,964,115	\$91,918,930	\$25,047,025	\$64,430,290	\$197,139,665	\$138,663,705	\$177,981,840
HUMAN RESOURCES & DEVELOPMENT	\$33,369,055	\$35,707,300	\$36,723,420				\$192,000	\$2,034,000	\$178,000	\$33,561,055	\$37,741,300	\$36,901,420
EDUCATION	\$150,894,640	\$156,669,635	\$163,940,420				\$450,000	\$810,000	\$15,825,000	\$151,344,640	\$157,479,635	\$179,765,420
INTERGOVERNMENTAL	\$47,682,885	\$50,412,735	\$51,852,955				\$0	\$0	\$0	\$47,682,885	\$50,412,735	\$51,852,955
<b>TOTAL EXPENDITURES</b>	<b>\$477,109,925</b>	<b>\$509,037,505</b>	<b>\$531,906,760</b>	<b>\$13,536,855</b>	<b>\$13,734,625</b>	<b>\$13,964,115</b>	<b>\$92,745,930</b>	<b>\$31,954,025</b>	<b>\$85,276,290</b>	<b>\$583,392,710</b>	<b>\$554,726,155</b>	<b>\$631,147,165</b>
<b>NET TRANSFERS</b>	<b>(\$4,994,025)</b>	<b>(\$9,199,070)</b>	<b>\$714,085</b>	<b>(\$4,105,575)</b>	<b>(\$4,109,875)</b>	<b>(\$714,085)</b>	<b>\$9,099,600</b>	<b>\$13,308,945</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$35,100,300</b>	<b>\$11,825,020</b>	<b>\$0</b>	<b>(\$206,925)</b>	<b>\$155,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$34,893,375</b>	<b>\$11,980,520</b>	<b>\$0</b>

# FUND BALANCE

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## FUND BALANCE REPORTING

Fund Balance refers to the difference between assets and liabilities. GASB 54 established the five different classifications summarized below. The City is required to report these classifications in its annual CAFR.

<b>NON-SPENDABLE</b>	Cannot be spent (legally restricted or in un-spendable form)
<b>RESTRICTED</b>	External constraints (law, creditor, grantor, bond covenant)
<b>COMMITTED</b>	Can only be used for a specific purpose pursuant to constraints imposed by City Council
<b>ASSIGNED</b>	Can be used for a specific purpose, but is not restricted or committed
<b>UNASSIGNED</b>	Available to spend, unrestricted

In the CAFR, the City Stabilization Fund, Health Claims Trust Fund, Internal Service Fund, and School Debt Stabilization Fund Fund Balances are included in the General Fund.

## CITY DEBT STABILIZATION FUND

This fund was established as a reserve to offset a portion of the debt service on large, tax-supported projects. In FY16, \$1,300,000 will be used to cover debt service costs. The FY16 estimated ending Fund Balance is \$32 million.

## HEALTH CLAIMS TRUST FUND

This fund was established 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 in this trust fund. The City's policy is to transfer a portion of the balance to the General Fund to cover a portion of health insurance costs. Employee contributions to this fund will increase in future years due to increases to the base upon which employee contributions are calculated. The transfer to the General Fund in FY16 is projected to be \$8,700,000. The FY16 estimated ending Fund Balance is \$21.5 million.

## PARKING FUND

This fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest charges. Expenditures are not charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Capital Fund to cover related expenditures. The FY16 estimated ending Fund Balance is \$15 million.

## SCHOOL DEBT STABILIZATION FUND

This fund is to be used only for offsetting future school debt service. The current balance is being used to finance a portion of the War Memorial renovations. The FY16 debt service allocation is \$540,865. The FY16 estimated ending Fund Balance is \$3.2 million.

# FUND BALANCE

This consolidated financial schedule breaks revenue out by type and expenditures out by both function and category. The fund balance includes projected changes for all appropriated funds.

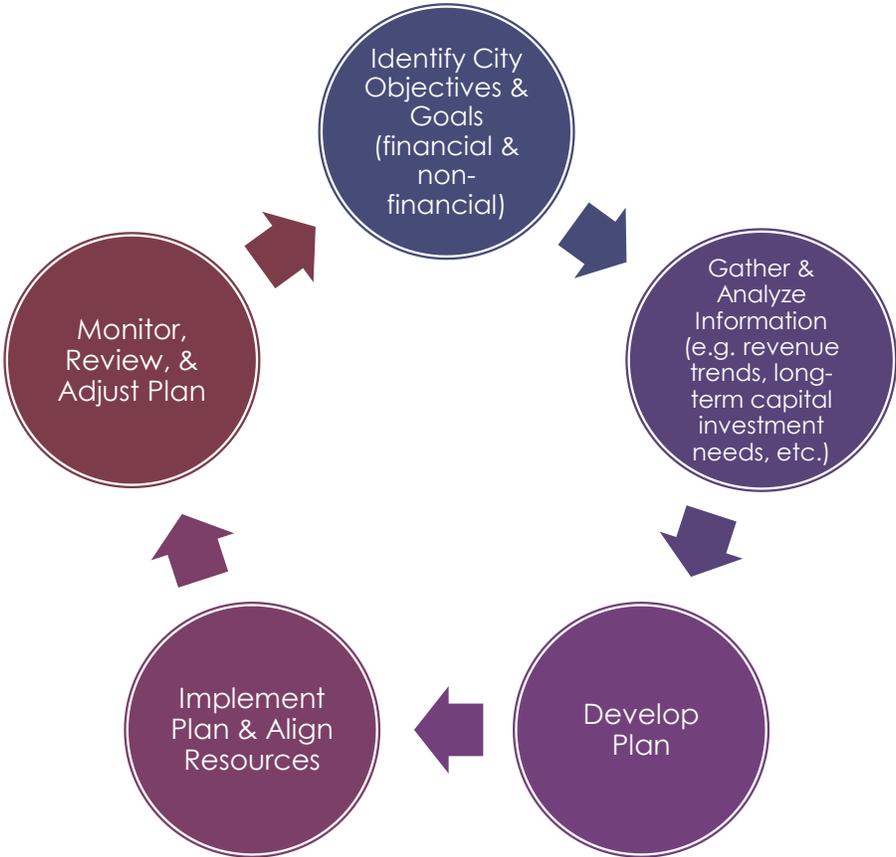
FY 2016 BUDGET	GENERAL FUND	WATER FUND	CAPITAL FUND	TOTAL
<b>REVENUES</b>				
BOND PROCEEDS	\$0	\$0	\$67,200,000	\$67,200,000
CHARGES FOR SERVICES	\$63,698,105	\$14,328,200	\$5,014,330	\$83,040,635
FINES & FORFEITS	\$9,711,630	\$0	\$850,000	\$10,561,630
INTERGOVERNMENTAL REVENUE	\$42,032,420	\$0	\$5,129,450	\$47,161,870
LICENSES & PERMITS	\$13,013,650	\$0	\$104,510	\$13,118,160
MISCELLANEOUS REVENUE	\$12,256,670	\$0	\$0	\$12,256,670
TAXES	\$390,480,200	\$0	\$5,478,000	\$395,958,200
<b>TOTAL REVENUES</b>	<b>\$531,192,675</b>	<b>\$14,328,200</b>	<b>\$83,776,290</b>	<b>\$629,297,165</b>
<b>EXPENDITURES BY FUNCTION</b>				
GENERAL GOVERNMENT	\$59,857,190	\$0	\$3,998,000	\$63,855,190
PUBLIC SAFETY	\$119,945,340	\$0	\$845,000	\$120,790,340
COMMUNITY MAINTENANCE & DEV.	\$99,587,435	\$13,964,115	\$64,430,290	\$177,981,840
HUMAN RESOURCES & DEV.	\$36,723,420	\$0	\$178,000	\$36,901,420
EDUCATION	\$163,940,420	\$0	\$15,825,000	\$179,765,420
INTERGOVERNMENTAL	\$51,852,955	\$0	\$0	\$51,852,955
<b>TOTAL EXPENDITURES</b>	<b>\$531,906,760</b>	<b>\$13,964,115</b>	<b>\$85,276,290</b>	<b>\$631,147,165</b>
<b>EXPENDITURES BY CATEGORY</b>				
SALARY & WAGES	\$358,121,130	\$6,853,230	\$0	\$364,974,360
OTHER ORDINARY MAINTENANCE	\$113,239,985	\$3,982,800	\$0	\$117,222,785
TRAVEL & TRAINING	\$3,910,905	\$86,580	\$0	\$3,997,485
EXTRAORDINARY EXPENDITURES	\$56,634,740	\$3,041,505	\$0	\$59,676,245
CAPITAL OUTLAY	\$0	\$0	\$85,276,290	\$85,276,290
<b>TOTAL EXPENDITURES</b>	<b>\$531,906,760</b>	<b>\$13,964,115</b>	<b>\$85,276,290</b>	<b>\$631,147,165</b>
<b>NET TRANSFERS</b>	<b>\$714,085</b>	<b>(\$2,214,085)</b>	<b>\$1,500,000</b>	<b>\$0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$0</b>	<b>(\$1,850,000)</b>	<b>\$0</b>	<b>(\$1,850,000)</b>
<b>ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2015</b>	<b>\$178,047,585</b>	<b>\$9,896,815</b>	<b>\$0</b>	<b>\$187,944,400</b>
<b>ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2016</b>	<b>\$178,047,585</b>	<b>\$8,046,815</b>	<b>\$0</b>	<b>\$186,094,400</b>
<b>ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES</b>	<b>34%</b>	<b>56%</b>	<b>0%</b>	<b>30%</b>

# LONG-TERM FINANCIAL PLANS

The City’s long-term financial plan is prepared annually and is monitored throughout the year. The plan is intended to serve as a tool to ensure the continued financial viability of the City as well as to align the City’s financial capacity with City Council objectives. The plan spans a five-year time frame and considers the following:

<b>ECONOMIC ENVIRONMENT</b>	New growth, construction and development activity, and employment
<b>DEBT &amp; RESERVE POLICIES</b>	Impact of future debt issuances on policies and ratios
<b>AFFORDABILITY ANALYSIS</b>	Debt ratios, debt coverage analysis, impact on levy capacity, Free Cash analysis, and rapidity of debt retirement
<b>FINANCIAL PROJECTIONS</b>	Analysis of revenue and expense trends including, State Aid analysis and insurance costs
<b>STAKEHOLDERS</b>	Impact of decisions on taxpayers and other stakeholders

The plan is presented to the three major credit rating agencies each year prior to the issuance of new debt and receipt of credit scores on new and outstanding debt. In the short term, the plan is used to develop operating and capital budget guidelines and recommendations for loan authorizations and for scenario analysis.



# LONG-TERM FINANCIAL PLANS

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## ASSUMPTIONS FOR REVENUE PROJECTIONS

1. Sewer and Water revenues increase annually by the amount needed to fully cover their costs.
2. Cherry Sheet revenue is based on the FY15 allocation and will remain at this level.
3. A 10% reduction in the Community Development Block Grant is reflected annually.
4. Transfers from the Health Claims Trust Fund increase from \$8,800,000 in FY16 and increase \$100,000 annually from FY17-FY20.
5. Transfers from the Debt Stabilization Fund are \$1,300,000 in FY16, \$1,100,000 in FY17, \$3,000,000 in FY18, \$3,300,000 in FY19, and \$3,300,000 in FY20. Amounts are based on projected bond schedule.
6. Property tax percentage increases are projected at 4.54% in FY16, 4.74% in FY17, 5.72% in FY18, 5.18% in FY19, and 5.20% in FY20.

## ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

YEAR	DATE	INCREASE	BUDGET COST
FY16	7/1/2015	2.40%	2.40%
FY17	7/1/2016	2.00%	2.00%
FY18	7/1/2017	2.50%	2.50%
FY19	7/1/2018	2.50%	2.50%
FY20	7/1/2019	2.50%	2.50%

2. Health insurance costs increase 0% in FY16, 5% in FY17-18, and 8% in FY19-20.
3. Dental insurance costs increase 3% annually.
4. Contributory pensions increase by 5.85% annually plus \$300,000 annually.
5. Annual OPEB contribution is \$2,000,000 annually.
6. Other Ordinary Maintenance expenses increase by 5% annually.
7. Travel & Training expenses remain constant based on FY16.
8. Extraordinary Expenditures remain constant based on FY16.
9. Debt costs reflect issued debt and debt issuance schedule.
10. The MWRA assessment includes increases of 6.1%, 6.4%, 2.6%, 4.8%, and 5%, respectively.
11. Cherry Sheet assessment increases 2.5% annually.
12. School Department expenditures increase 5% annually over the School's property tax allocation.
13. Pay-As-You-Go Capital is \$5,478,000 in FY16, \$4,515,000 in FY17, \$4,398,000 in FY18, \$4,323,000 in FY19, and \$4,338,000 in FY20.

# LONG-TERM FINANCIAL PLANS – PRELIMINARY PROJECTIONS

The chart below is the City’s projected preliminary long-term financial plan, which incorporates the revenue and expenditure assumptions given on the previous page.

	FY16 PROPOSED	FY17 PROJECTED	FY18 PROJECTED	FY19 PROJECTED	FY20 PROJECTED
<b>REVENUES</b>					
Charges for Services	\$78,376,305	\$82,625,745	\$86,426,385	\$90,300,205	\$92,883,805
Fines & Forfeits	\$9,711,630	\$9,725,000	\$9,725,000	\$9,725,000	\$9,725,000
Intergovernmental Revenue	\$42,032,420	\$42,237,490	\$42,472,730	\$41,253,370	\$41,636,135
Licenses & Permits	\$13,013,650	\$13,150,000	\$13,150,000	\$13,150,000	\$13,150,000
Miscellaneous Revenue	\$12,256,670	\$12,155,000	\$14,155,000	\$14,555,000	\$14,655,000
Taxes	\$395,958,200	\$413,536,540	\$435,657,670	\$456,844,835	\$479,204,365
<b>TOTAL REVENUES</b>	<b>\$551,348,875</b>	<b>\$573,429,775</b>	<b>\$601,586,785</b>	<b>\$625,828,410</b>	<b>\$651,254,305</b>
<b>EXPENDITURES BY CATEGORY</b>					
Salary & Wages	\$364,974,360	\$379,081,155	\$395,805,365	\$412,495,650	\$430,863,290
Other Ordinary Maintenance	\$117,222,785	\$122,752,495	\$127,609,895	\$133,239,680	\$139,182,030
Travel & Training	\$3,997,485	\$4,052,055	\$4,109,075	\$4,168,665	\$4,230,935
Extraordinary Expenditures	\$65,154,245	\$67,544,070	\$74,062,450	\$75,924,415	\$76,978,050
<b>TOTAL EXPENDITURES</b>	<b>\$551,348,875</b>	<b>\$573,429,775</b>	<b>\$601,586,785</b>	<b>\$625,828,410</b>	<b>\$651,254,305</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	\$0	\$0	\$0	\$0	\$0

## **SECTION IV**

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### **REVENUES**

# REVENUE

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## REVENUE CATEGORIES

City revenues are divided into six basic categories recommended by the Massachusetts Uniform Municipal Accounting System: charges for services, fines and forfeits, intergovernmental revenue, licenses and permits, miscellaneous revenue, and taxes. The revenues described in this section are received in the General, Parking, Water, and Grant Funds.

## REVENUE ASSUMPTIONS

The City's practice is to budget revenues conservatively. Revenue requests for FY16 are based on FY14 actual and FY15 projected collections, historical trends, and anticipated changes that impact particular revenues. The City met or exceeded most of its FY14 budgeted revenues and expects to do the same in FY15.

The Finance Department annually reviews license and permit fees, charges for services, and fines and forfeits charged by City departments. Increases proposed in FY16, for the most part, have not been reflected in the budget, in keeping with the practice to obtain actual revenue history prior to budgeting an increase in revenue. In addition, the continued growth of the economy, planned use of reserves, and ongoing analysis of revenue collections have also contributed to the increased use of non-property tax revenues.

## MAXIMIZING NON-TAX REVENUE

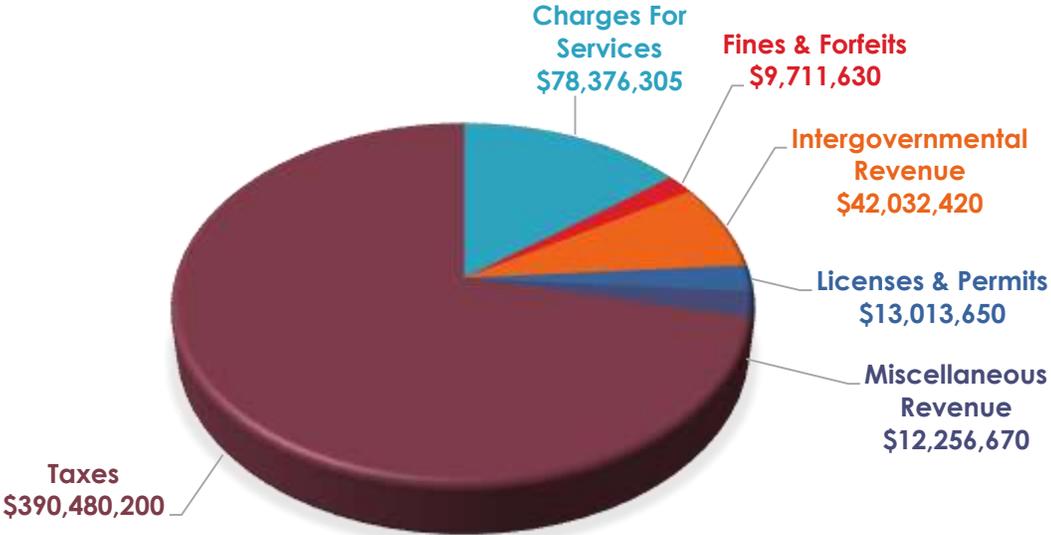
The City will continue its policy of maximizing alternative revenue sources in order to lower residents' tax burden for City services, through enforcing its license and permit policies, charging users for specific services where feasible, and collecting outstanding parking fines. The total property tax levy is projected to increase by 4.54% in FY16, or \$15,516,920 from the FY15 property tax levy.

## FIVE-YEAR BUDGETED REVENUE ANALYSIS

REVENUE CATEGORY	FY12	FY13	FY14	FY15	FY16
CHARGES FOR SERVICES	\$68,517,140	\$69,593,055	\$71,776,820	\$73,381,720	\$78,376,305
FINES & FORFEITS	\$9,657,085	\$9,422,205	\$9,514,555	\$9,490,155	\$9,711,630
INTERGOVERNMENTAL REVENUE	\$37,717,960	\$38,147,710	\$40,184,740	\$40,808,060	\$42,032,420
LICENSES & PERMITS	\$7,000,350	\$7,515,500	\$9,668,400	\$11,785,950	\$13,013,650
MISCELLANEOUS REVENUE	\$15,961,265	\$11,140,960	\$12,485,005	\$11,642,545	\$12,256,670
TAXES	\$333,342,295	\$352,409,135	\$363,556,815	\$377,293,370	\$390,480,200
<b>TOTAL</b>	<b>\$472,196,095</b>	<b>\$488,228,565</b>	<b>\$507,186,335</b>	<b>\$524,401,800</b>	<b>\$545,870,875</b>

# REVENUE

**FY16 OPERATING BUDGET - REVENUES BY CATEGORY:  
\$545,870,875**

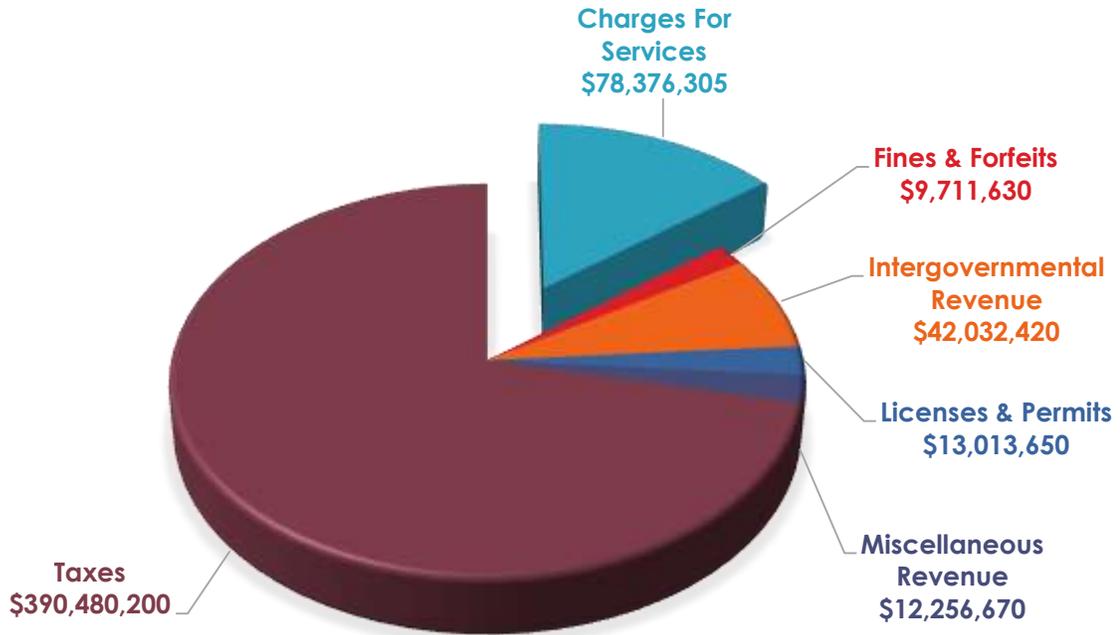


**FY16 OPERATING BUDGET**

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$78,169,780	\$80,004,080	\$78,376,305
FINES & FORFEITS	\$10,956,550	\$10,608,625	\$9,711,630
INTERGOVERNMENTAL REVENUE	\$41,368,190	\$43,247,375	\$42,032,420
LICENSES & PERMITS	\$24,544,800	\$22,073,930	\$13,013,650
MISCELLANEOUS REVENUE	\$12,010,115	\$11,119,215	\$12,256,670
TAXES	\$367,590,320	\$381,008,370	\$390,480,200
<b>TOTAL REVENUE</b>	<b>\$534,639,755</b>	<b>\$548,061,595</b>	<b>\$545,870,875</b>
<b>PROGRAM EXPENDITURES</b>			
GENERAL GOVERNMENT	\$39,652,830	\$49,078,440	\$59,857,190
PUBLIC SAFETY	\$113,826,635	\$117,287,340	\$119,945,340
COMMUNITY MAINTENANCE & DEVELOPMENT	\$105,220,735	\$113,616,680	\$113,551,550
HUMAN RESOURCES & DEVELOPMENT	\$33,369,055	\$35,707,300	\$36,723,420
EDUCATION	\$150,894,640	\$156,669,635	\$163,940,420
INTERGOVERNMENTAL	\$47,682,885	\$50,412,735	\$51,852,955
<b>TOTAL EXPENDITURES</b>	<b>\$490,646,780</b>	<b>\$522,772,130</b>	<b>\$545,870,875</b>

# CHARGES FOR SERVICES

## FY16 OPERATING BUDGET - REVENUES BY CATEGORY: \$545,870,875



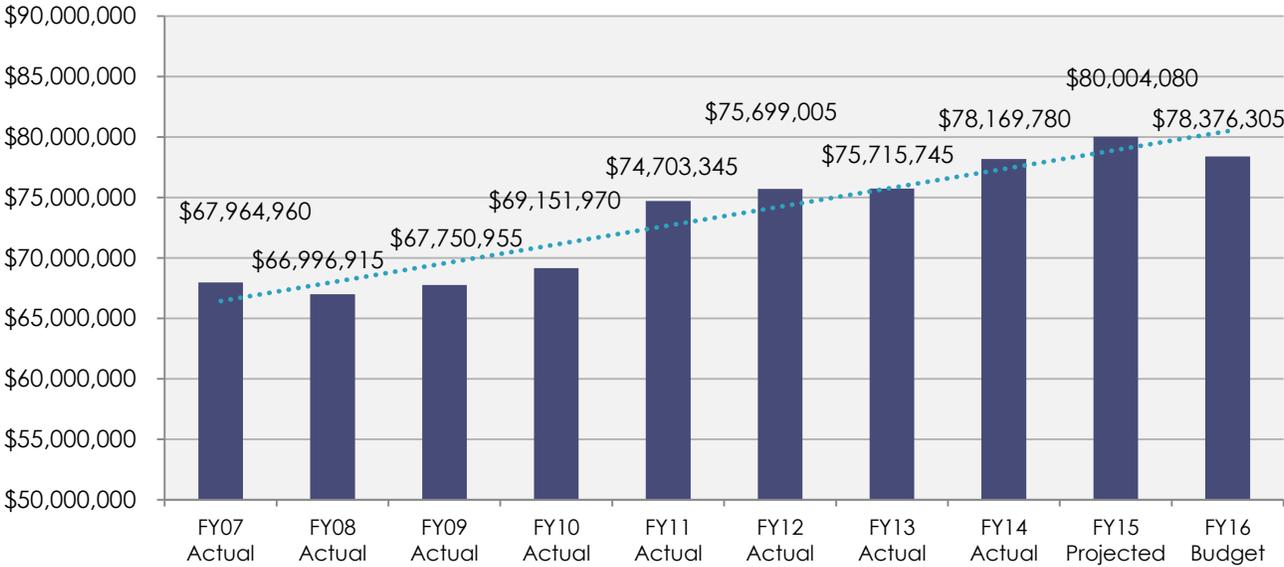
### CHARGES FOR SERVICES SUMMARY

CHARGES FOR SERVICES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET	% OF FY16 CHARGES FOR SERVICES
FEES	\$6,793,485	\$6,468,235	\$6,030,980	7.69%
OTHER CHARGES FOR SERVICES	\$2,371,055	\$2,383,345	\$2,394,090	3.06%
PARKING	\$10,751,070	\$10,222,500	\$10,322,500	13.17%
SEWER SERVICE CHARGE	\$40,818,665	\$42,930,000	\$44,950,535	57.35%
WATER UTILITY REVENUE	\$17,435,505	\$18,000,000	\$14,678,200	18.73%
<b>TOTAL</b>	<b>\$78,169,780</b>	<b>\$80,004,080</b>	<b>\$78,376,305</b>	<b>100.00%</b>

# CHARGES FOR SERVICES

Charges for services are an important revenue source 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. Fees are flexible and adjustable in accordance with inflation and demand levels. User fees are often a more equitable funding mechanism than taxes, because those who benefit from the service directly pay for that service. User fees also allow the City to recover the cost of providing services, such as water and sewer, to tax exempt institutions. Service charges and user fees will account for 14.4% of total General Fund revenues.

**TEN-YEAR HISTORY OF CHARGES FOR SERVICES**



# CHARGES FOR SERVICES

## FEES

FY16: \$6,030,980

FEES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
ADMINISTRATIVE	<u>\$347,285</u>	<u>\$342,900</u>	<u>\$339,000</u>
Certified Copies	\$194,250	\$195,000	\$195,000
Document Sales	\$2,565	\$1,300	\$1,250
Domestic Partners	\$5,040	\$4,000	\$3,000
Miscellaneous City Clerk Fees	\$48,185	\$45,000	\$44,000
Municipal Lien Certificates	\$82,350	\$85,000	\$85,000
Photocopy/Reproduction Services	\$14,895	\$12,600	\$10,750
ELECTRICAL	<u>\$871,980</u>	<u>\$770,000</u>	<u>\$490,000</u>
Cut-Out/Plug-Out Fee	\$42,675	\$20,000	\$20,000
Fire Alarm Box Charge	\$144,150	\$150,000	\$140,000
Signal Maintenance Fee	\$685,155	\$600,000	\$330,000
HEARING/FILING	<u>\$147,050</u>	<u>\$205,975</u>	<u>\$175,500</u>
Board of Zoning Appeal	\$118,400	\$180,000	\$150,000
Conservation Commission	\$4,295	\$1,975	\$1,500
License Hearing Fees	\$24,355	\$24,000	\$24,000
HUMAN SERVICES	<u>\$3,869,190</u>	<u>\$3,710,360</u>	<u>\$3,634,480</u>
Athletic Leagues	\$11,445	\$11,500	\$15,000
Childcare Tuition	\$1,285,320	\$1,250,000	\$1,195,230
Community Schools Revenue	\$1,087,680	\$1,000,000	\$1,000,000
Field Permits	\$129,870	\$115,000	\$110,000
Golf Course	\$744,755	\$764,860	\$801,250*
King Open Extended Day Program	\$145,300	\$145,000	\$130,000
Recreational Activities	\$327,030	\$300,000	\$270,000*
Senior Activities	\$35,000	\$35,000	\$35,000
Special Needs	\$10,265	\$9,000	\$8,000
Youth Programs	\$92,525	\$80,000	\$70,000
PUBLIC SAFETY	<u>\$1,557,980</u>	<u>\$1,439,000</u>	<u>\$1,392,000</u>
Agency Fee	\$19,100	\$14,000	\$14,000
Boarding/Razing Fees	\$0	\$0	\$20,000
Fire Detail Surcharge	\$121,235	\$100,000	\$50,000
Inspectional Details	\$10,765	\$12,000	\$10,000
Police Detail Surcharge	\$385,540	\$375,000	\$360,000
Rescue Service Fees	\$845,475	\$774,000	\$774,000
Sealing Inspection	\$44,505	\$38,000	\$38,000
Smoke Detectors	\$65,200	\$51,000	\$51,000
Towing Surcharge	\$66,160	\$75,000	\$75,000
<b>TOTAL REVENUE</b>	<b>\$6,793,485</b>	<b>\$6,468,235</b>	<b>\$6,030,980</b>

\*Does not include revenue (\$20,000 in Golf Course fees and \$28,000 in recreational activity fees) that will be used in the Capital Budget.

# CHARGES FOR SERVICES

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## ADMINISTRATIVE FEES

- **Certified Copies of Documents.** The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage, and domestic partnership certificates.
- **Document Sales.** The Public Works Engineering Division is reimbursed for maps and other documents requested by the public (\$500). The Election Commission receives revenue from the sale of the annual street listing book (\$750).
- **Domestic Partners.** The City Clerk issues a certificate of Domestic Partnership. The fee is \$35 per certificate.
- **Miscellaneous City Clerk Fees.** 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 zoning and municipal ordinance fees and the filing fee for a zoning petition.
- **Municipal Lien Certificates.** The Finance Department issues a certificate indicating any tax or utility charges 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 \$150 depending on the type of property.
- **Photocopy/Reproduction Services.** A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to \$0.20 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 is: Police \$6,000; Fire \$750; Inspectional Services \$3,500; and License \$500.

## ELECTRICAL FEES

- **Cut-Out/Plug-Out Fee.** A fee of \$25 is assessed 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 two in one week.
- **Fire Alarm Box Charge.** An annual fee of \$400 is charged for every private master fire alarm box connected to the City's alarm system.
- **Signal Maintenance Fee.** A fee is assessed 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.

## HEARING/FILING FEES

- **Board of Zoning Appeal.** Fees are collected for petitioning the Board of Zoning Appeal for variances, special permits, and appeals relating to the Zoning Ordinance.
- **Conservation Commission.** Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. 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

# CHARGES FOR SERVICES

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filing fee plus \$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.

- **License Hearing Fees.** The License Commission charges a hearing and advertising fee of \$175 for all applicants who apply for a hearing before the Commission. There are an estimated 150 hearings per year.

## HUMAN SERVICE PROGRAM FEES

- **Athletic Leagues.** The Recreation Division sponsors men's and women's softball leagues in the summer. The cost is \$410 per softball team.
- **Childcare Tuition.** The Childcare and Family Support Services Division administers childcare programs serving approximately 280 children throughout the city. Preschool programs are held full-time at the King, Kennedy/Longfellow, Morse, Peabody, and King Open Schools and part-time at the Haggerty School. Afterschool programs are located at the Morse, King, Fletcher/Maynard Academy, and Peabody Schools. The fees projected are \$363 per month for afterschool care and \$827 per month for full-time preschool 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.
- **Community Schools Revenue.** This category includes revenues received from the various classes, camps, programs, and activities offered by the Community Schools throughout the city.
- **Field Permits.** A permit fee of \$95 is required per two-hour period of field use. Fees are waived to all schools, youth leagues, and City-sponsored fundraising events.
- **Golf Course.** The Thomas P. O'Neill, Jr. Golf Course at Fresh Pond is supported by membership dues and fees. \$75,915 of total revenues is allocated to Debt Service for Golf Course improvements associated with the March 2015 bond sale. Not included in the FY16 revenue estimate are Golf Course fees used in the Capital Budget of \$20,000.
- **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.
- **Recreational Activities.** The War Memorial Recreation Center provides year-round evening adult classes and weekend children's activities. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. In addition, DHSP receives revenue for the use of the War Memorial Recreation Center and Gold Star swimming pools. The Gold Star, which is open in July and August, charges a flat rate of \$0.75 per admission. Not included in the revenue estimates are recreational activity fees used in the Capital Budget of \$28,000.
- **Senior Activities.** These funds are generated from art classes, the Walking Club, and various other senior fitness 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 six days a week, and dinner on Monday evenings.
- **Special Needs.** Revenues from various special needs recreational programs, such as Camp Rainbow and other school-year activities, are generated through participant registration fees.
- **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.

# CHARGES FOR SERVICES

## PUBLIC SAFETY FEES

- **Agency Fee.** This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.
- **Boarding/Razing Fees.** Inspectional Services charges property owners for the boarding up and/or razing of a building.
- **Fire Detail Surcharge.** The City receives a 10% surcharge for the private use of off-duty firefighters.
- **Inspectional Details.** The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.
- **Police Detail Surcharge.** The City receives a 10% surcharge for the private use of off-duty police officers.
- **Rescue Service Fees.** The Emergency Medical Services paramedic plan improves Advanced Life Support services in the City by utilizing firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the city. This allows the City to increase its third party revenues for transport fees and advanced life support services included in the Fire Department Budget.
- **Sealing Inspection.** In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.
- **Smoke Detectors.** A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148.
- **Towing Surcharge.** The City receives \$9 of each towing charge paid in the city. This revenue is used to fund the Police Budget.

## OTHER CHARGES FOR SERVICES

FY16: \$2,394,090

OTHER CHARGES FOR SERVICES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Animal Boarding	\$205	\$600	\$200
Cable Franchise License Fees	\$1,456,160	\$1,470,425	\$1,475,730
Cemetery Fees	\$288,905	\$275,000	\$275,000
Rent of City Property	\$597,270	\$614,320	\$618,160
White Goods	\$28,515	\$23,000	\$25,000
<b>TOTAL</b>	<b>\$2,371,055</b>	<b>\$2,383,345</b>	<b>\$2,394,090</b>

## ANIMAL BOARDING

The Animal Commission is reimbursed by dog owners for kennel costs and administrative costs when a dog has been picked up by one of the City's Animal Control Officers.

## CABLE FRANCHISE LICENSE FEES

Revenues are received from Comcast. As Comcast cable television revenues increase, the municipal access fees received by the City will increase proportionately and will be used to support municipal programming. If municipal access fees decrease, the Cable Department will be more dependent on property taxes.

# CHARGES FOR SERVICES

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## CEMETERY FEES

The Public Works Department maintains the Cambridge Cemetery. Fees help support the cost of operating the cemetery. The fee for a single grave opening is \$1,200 and the recording fee for a deed is \$20. In FY16, the price for weekday services after 2:00pm is being increased from \$240 to \$300.

## RENT OF CITY PROPERTY

The City will receive rent proceeds (\$533,920) from the Cambridge Housing Authority for tenancy at 5 Western Avenue as an offset to the Debt Service costs for the renovation of the Alice K. Wolf Center. In addition, the City will receive \$84,240 in rent from the newsstand in Harvard Square and the New School of Music. These funds are used to support the Public Works Budget.

## WHITE GOODS

Large appliances containing refrigerants, metal, and other materials that are banned from the municipal waste stream must be scheduled for special pick-up by the Public Works Department. The Department offers online applications for these permits through the City's website in addition to in-person sales. Nearly half the applications are completed online.

## PARKING

**FY16: \$10,322,500**

PARKING CHARGES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Boot Removal Fees	\$41,620	\$35,000	\$35,000
Meter Collections	\$4,553,720	\$4,150,000	\$4,700,000
Parking Garages	\$3,952,850	\$3,817,500	\$3,807,500
Parking Lots	\$973,480	\$1,060,000	\$1,070,000
Resident Stickers	\$992,250	\$985,000	\$560,000
Use of Meters	\$237,150	\$175,000	\$150,000
<b>TOTAL</b>	<b>\$10,751,070</b>	<b>\$10,222,500</b>	<b>\$10,322,500</b>

## PARKING FUND

This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see Fines & 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. In addition to funding the Traffic, Parking, and Transportation (TPT) Department Budget, parking revenues will also support the following City departments: Finance (\$23,950), Law (\$100,000), Police (\$3,841,845), Public Works, (\$3,296,935), Community Development (\$556,895), General Services (\$4,000), School (\$100,000), Cherry Sheet Assessments (\$481,300), Executive (\$255,000), and Electrical (\$22,935).

## BOOT REMOVAL FEES

This fee is assessed for the removal of boot devices used to immobilize cars belonging to parking ticket scofflaws with five or more outstanding tickets.

## METER COLLECTIONS

The rate for on-street meters is \$0.50 per half hour. Time limits vary by location.

# CHARGES FOR SERVICES

## PARKING GARAGES

Revenue is raised from the Green Street Municipal Parking Garage (\$1.50 per hour) and the East Cambridge Municipal Parking Garage (\$2 for the first hour, \$1 for the second hour, \$2 for each remaining hour). There are 1,384 parking spaces in these facilities.

## PARKING LOTS

The City operates eight lots with pay stations that accept quarters and credit cards, one metered lot, and one underground lot at the Main Library, which also accepts quarters and credit cards. The rates in these lots range from \$1 to \$3 per hour.

## RESIDENT STICKERS

To prevent commuter parking in residential areas, resident parking stickers (\$35) are issued to Cambridge residents to allow them to park in permit only areas and also provide residents with visitor passes for their guests.

## USE OF METERS

Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit, such as when a company requests the use of the meter spaces for construction work. The fee is \$10 per meter per day. TPT operates a permit database that includes online applications to improve efficiency, customer service, and revenue collection.

## SEWER SERVICE

**FY16: \$44,950,535**

SEWER SERVICES CHARGES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Sewer Connection Fee	\$318,320	\$430,000	\$125,000
Sewer Service Charge	\$40,500,345	\$42,500,000	\$44,825,535*
<b>TOTAL</b>	<b>\$40,818,665</b>	<b>\$42,930,000</b>	<b>\$44,950,535</b>

\*Does not include \$1,000,000 in sewer revenues that will be used in the Capital Budget.

## SEWER CONNECTION FEE

The City charges a sewer connection fee for every new plumbing connection into the City's wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that are being connected to the sewer. The rate schedule is as follows: residential (\$45), commercial (\$70), and industrial (\$110).

## SEWER SERVICE CHARGE

Each year, the City authorizes a Sewer Service Charge to shift sewer expenditures away from property taxes. Sewer Service charges are included in the General Fund. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is \$1,000,000 in sewer revenues used to fund the Remedial Reconstruction Program in the Capital Budget. The FY16 sewer rate increase is 6.8% while the water rate increase is 0%, which calculates to a combined rate increase of 4.9%. The sewer service charge revenue is allocated to the

# CHARGES FOR SERVICES

following City departments: Finance (\$225,000), Public Works (\$3,253,755), Debt Service (\$17,786,085), Massachusetts Water Resource Authority (\$23,516,195), and Community Development (\$44,500).

## WATER

**FY16: \$14,678,200**

WATER CHARGES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Fund Balance	\$0	\$0	\$350,000*
Miscellaneous Water Charges	\$724,405	\$900,000	\$600,000
Water Usage	\$16,711,100	\$17,100,000	\$13,728,200*
<b>TOTAL</b>	<b>\$17,435,505</b>	<b>\$18,000,000</b>	<b>\$14,678,200</b>

\*Does not include revenue (\$1,500,000 in the Fund Balance and \$3,400,000 in water usage revenue) that will be used in the Capital Budget.

## FUND BALANCE

The Water Fund total Fund Balance as of June 30, 2014 was \$9,741,315. The balance is projected to be \$9,896,835 at the end of FY15, based on a budgetary basis of accounting, of which \$1,850,000 (\$350,000 in Operating and \$1,500,000 in Capital) will be used to support a 0% rate increase.

## 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.

## WATER USAGE

The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY16 rates, effective for all water consumed as of April 1, 2015, represent a 0% increase in the water rate and a 6.8% increase in the sewer rate, with a 4.9% increase in the combined rate.

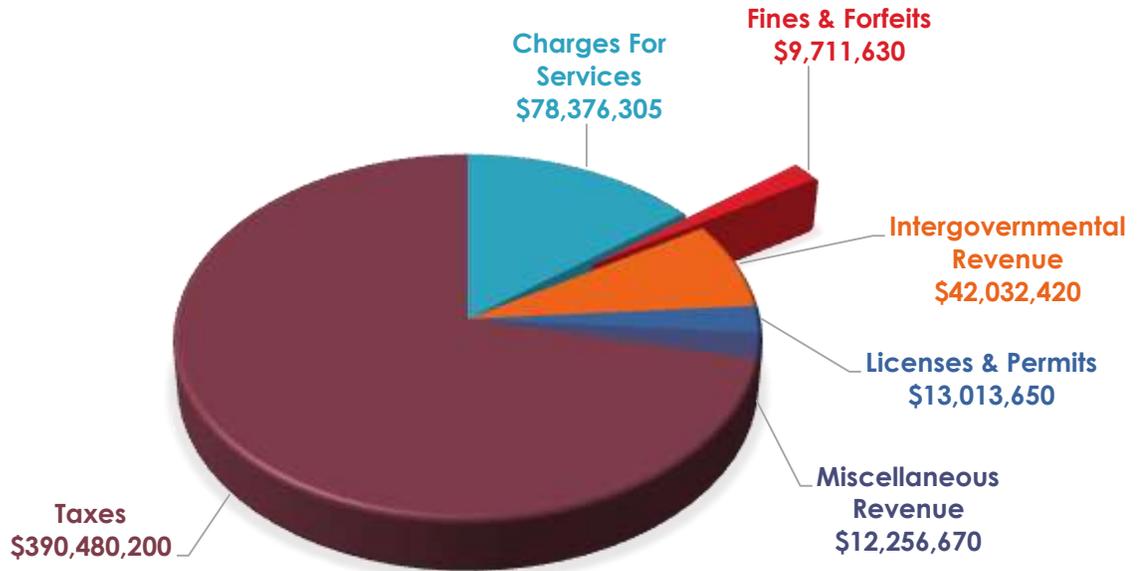
BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Cef	\$3.02	\$9.21
2	41-400 Cef	\$3.24	\$9.74
3	401-2,000 Cef	\$3.44	\$10.46
4	2011-10,000 Cef	\$3.65	\$11.26
5	Over 10,000 Cef	\$3.96	\$11.97

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 support the following City departments: Finance (\$225,000), Conservation (\$49,085), Public Works (\$400,000), Community Development (\$30,000), and Animal Commission (\$10,000). Not included in the above amount is \$3,400,000 in water usage revenue that will be used in the Capital Budget.

# FINES & FORFEITS

## FY16 OPERATING BUDGET - REVENUES BY CATEGORY: \$545,870,875



### FINES & FORFEITS SUMMARY

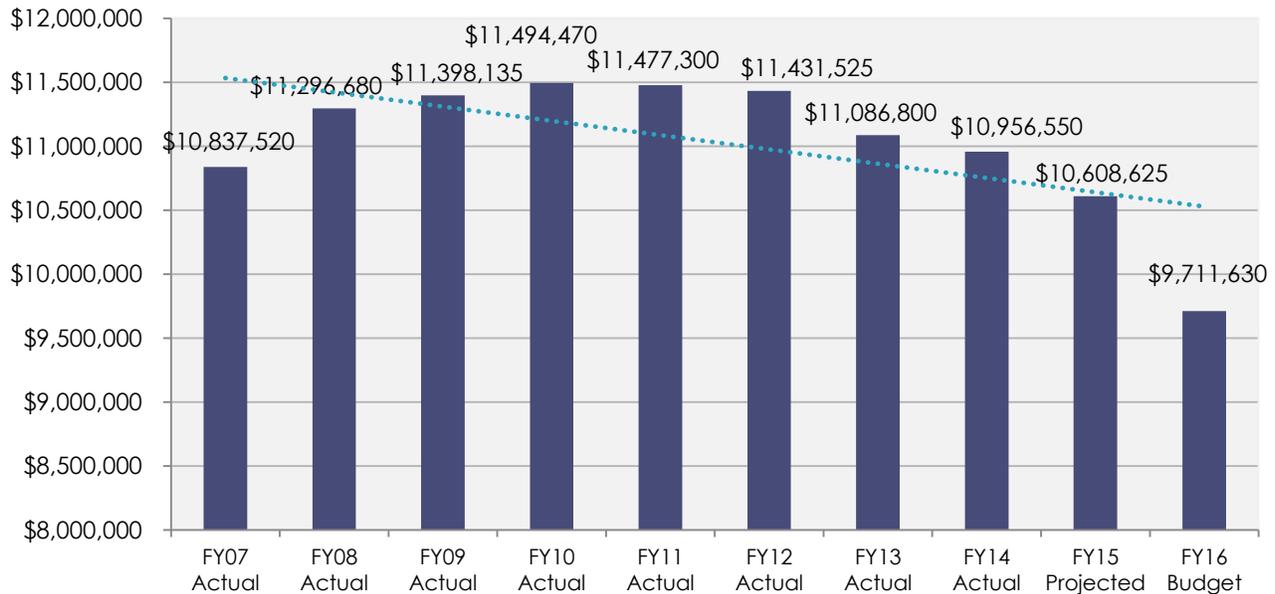
FY16: \$9,711,630

FINES & FORFEITS	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET	% OF FY16 FINES & FORFEITS
ANIMAL FINES	\$1,795	\$1,400	\$1,400	0.01%
BICYCLE FINES	\$8,235	\$14,000	\$10,000	0.10%
FALSE ALARM FINES	\$61,380	\$76,000	\$64,000	0.66%
HACKNEY FINES	\$4,730	\$6,000	\$6,000	0.06%
LIBRARY FINES	\$104,180	\$85,000	\$85,000	0.88%
MOVING VIOLATIONS	\$387,150	\$475,000	\$465,000	4.79%
PARKING FINES	\$10,385,455	\$9,950,000	\$9,079,230	93.49%
WEIGHT & MEASURES CIVIL CITATIONS	\$3,625	\$1,225	\$1,000	0.01%
<b>TOTAL</b>	<b>\$10,956,550</b>	<b>\$10,608,625</b>	<b>\$9,711,630</b>	<b>100.00%</b>

# FINES & FORFEITS

Fines and forfeits are penalties levied for violations of the City's municipal code. Parking fines are the largest revenue source in this category. Fines and forfeits will account for 1.8% of total General Fund revenues.

**TEN-YEAR HISTORY OF FINES & FORFEITS**



## ANIMAL FINES

The Animal Commission issues fines for unleashed and unlicensed dogs, failure to dispose of dog waste properly, and failure to comply with regulations in off-leash areas. The owner is subject to a fine not exceeding \$50 for each offense. Failure to license or display a current dog license results in a \$25 fine. Failure to properly dispose of dog waste is a \$10 fine for the first offense, \$25 for the second, and \$50 for the third.

## BICYCLE FINES

The Police Department issues violations of bicycle laws. These fines (\$20) are used for the development and implementation of bicycle programs.

## 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), eighth and subsequent responses (\$200 per response).

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 (\$100 per response).

## HACKNEY FINES

The License Commission issues fines to taxicab operators who violate Cambridge hackney rules and regulations.

# **FINES & FORFEITS**

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## **LIBRARY FINES**

Revenue is generated from payments for lost, late, or damaged items.

## **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.

## **PARKING FINES**

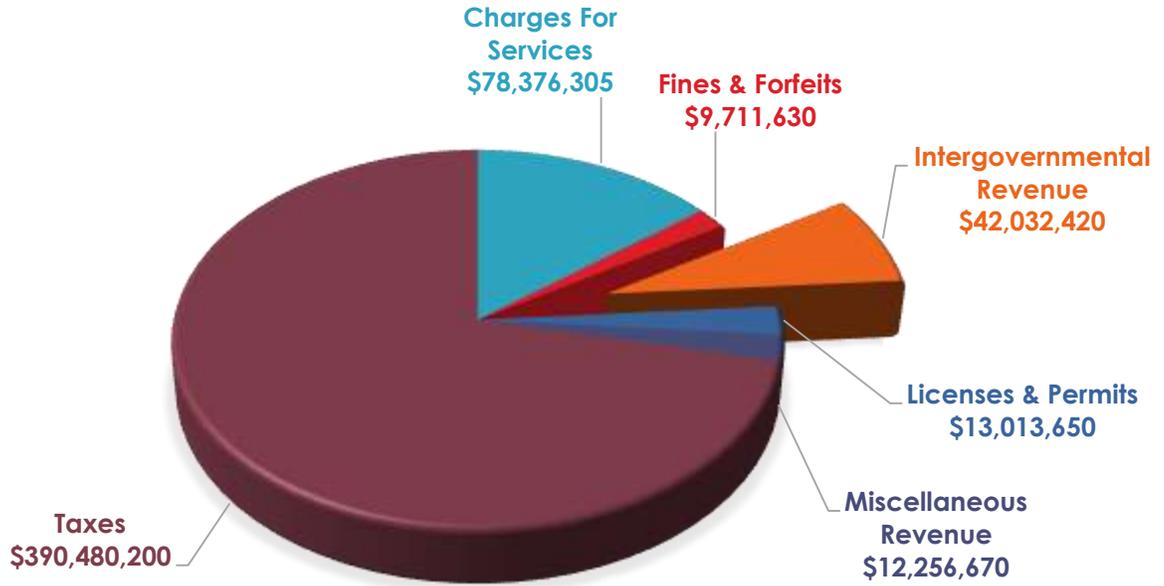
The timely collection of parking fines is supported by a computerized collection and processing database, the boot program, and the fact that violators are prohibited from renewing their driver's license, registration, or obtaining a resident parking permit until all outstanding tickets are paid in full.

## **WEIGHTS & MEASURES CIVIL CITATIONS**

Citations are issued to businesses that do not comply with weights and measures regulations under Massachusetts General Laws.

# INTERGOVERNMENTAL REVENUE

## FY16 OPERATING BUDGET - REVENUES BY CATEGORY: \$545,870,875



### INTERGOVERNMENTAL REVENUE SUMMARY

INTERGOVERNMENTAL REVENUE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET	% OF FY16 INTERGOV. REVENUE
FEDERAL GRANTS	\$2,370,430	\$2,634,225	\$1,237,215	2.94%
OTHER INTERGOVERNMENTAL REVENUE	\$8,476,355	\$8,948,305	\$9,225,380	21.95%
STATE CHERRY SHEET REVENUE	\$30,177,385	\$31,400,155	\$31,400,155	74.71%
STATE GRANTS	\$344,020	\$264,690	\$169,670	0.40%
<b>TOTAL</b>	<b>\$41,368,190</b>	<b>\$43,247,375</b>	<b>\$42,032,420</b>	<b>100.00%</b>

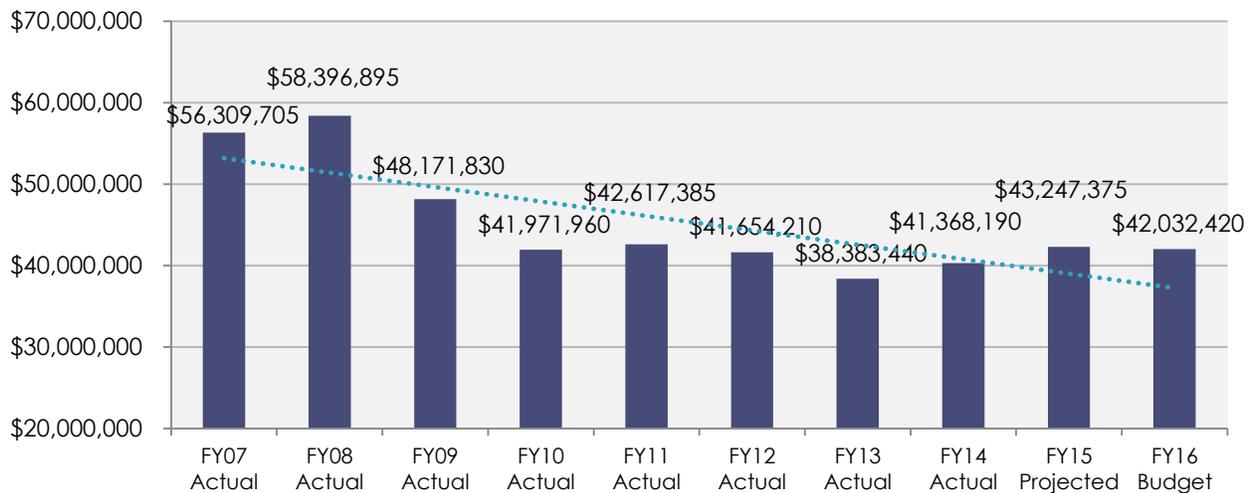
# INTERGOVERNMENTAL REVENUE

Intergovernmental revenue includes federal and state grants, other governmental revenues, and state aid revenue. Examples include the State's Cherry Sheet allocation and Federal funds received from the Community Development Block Grant. Intergovernmental revenue will account for 7.7% of total General Fund revenues.

## GRANT FUND

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.

**TEN-YEAR HISTORY OF INTERGOVERNMENTAL REVENUE**



## FEDERAL GRANTS

**FY16: \$1,237,215**

FEDERAL GRANTS	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Community Development Block Grant	\$2,370,430	\$2,633,925	<b>\$1,236,315*</b>
Veterans' Reimbursement	\$0	\$300	<b>\$900</b>
<b>TOTAL</b>	<b>\$2,370,430</b>	<b>\$2,634,225</b>	<b>\$1,237,215</b>

\*Does not include \$1,274,945 in CDBG funds that will be used in the Capital Budget.

The following federal grants will be appropriated in the 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 affordable housing, enhancing the city's physical environment, preserving the city's diversified employment base, and

# INTERGOVERNMENTAL REVENUE

improving the quality of public services. The FY16 allocation of the CDBG fund is as follows: Community Development (\$859,625) and the Department of Human Service Programs (\$376,690). The FY16 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Capital Budget includes an additional \$1,274,945. This total allocation reflects an estimated 4.7% reduction from FY15.

## VETERANS' REIMBURSEMENT

Veterans' Services Department will receive approximately \$900 in reimbursements from the U.S. Department of Veterans Affairs for burial plot payments.

## OTHER GOVERNMENTAL REVENUE

**FY16: \$9,225,380**

OTHER GOVERNMENTAL REVENUE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Cambridge Health Alliance	\$7,732,820	\$8,048,305	\$8,325,380
School Medicaid Reimbursement	\$743,535	\$900,000	\$900,000
<b>TOTAL</b>	<b>\$8,476,355</b>	<b>\$8,948,305</b>	<b>\$9,225,380</b>

## CAMBRIDGE HEALTH ALLIANCE

The Cambridge Health Alliance reimburses the City for debt service payments related to the construction of the ambulatory care center in the amount of \$1,679,800. It also reimburses the City for its share of contributory retirement system costs (\$6,645,580) that are budgeted in the Employee Benefits Department.

## SCHOOL MEDICAID REIMBURSEMENT

This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students.

## STATE GRANTS

**FY16: \$169,670**

STATE GRANTS	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Additional Voting Hours	\$113,450	\$36,115	\$15,500
Consumers' Council Grant	\$54,000	\$54,000	\$54,000
Massachusetts Clean Water Trust Subsidy	\$123,470	\$112,175	\$44,170
Massachusetts Cultural Council	\$10,800	\$12,400	\$6,000
Reimbursement for Non-Contributory Pensions	\$42,300	\$50,000	\$50,000
<b>TOTAL</b>	<b>\$344,020</b>	<b>\$264,690</b>	<b>\$169,670</b>

The following state grants will be appropriated in the General Fund. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.

## ADDITIONAL VOTING HOURS

The state will fund additional voting hours for the March 2016 Presidential Primary.

# INTERGOVERNMENTAL REVENUE

## CONSUMERS' COUNCIL

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

## MASSACHUSETTS CLEAN WATER TRUST SUBSIDY

The City currently receives subsidies from the state for sewer loans. These subsidies cover 0.2% of the FY16 debt service costs for all sewer projects.

## MASSACHUSETTS CULTURAL COUNCIL (MCC)

The Arts Council receives a MCC Cultural Investment Portfolio Grant to provide operating support to offset administrative and programming costs.

## REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS

The state reimburses the Employee Benefits Budget for cost-of-living increases granted to non-contributory pensioners.

## STATE CHERRY SHEET REVENUE

**FY16: \$31,400,155**

FEES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
EDUCATION REIMBURSEMENT	<u>\$1,753,220</u>	<u>\$922,735</u>	<u>\$922,735</u>
Charter School Tuition Reimbursement	\$1,753,220	\$890,570	\$890,570
School Lunch Program	\$0	\$32,165	\$32,165
GENERAL GOVERNMENTAL REIMB. DISTRIB.	<u>\$770,350</u>	<u>\$848,135</u>	<u>\$848,135</u>
Library Aid	\$112,095	\$137,005	\$137,005
Real Estate Abatements	\$178,955	\$178,955	\$178,955
Veterans' Benefits	\$479,300	\$532,175	\$532,175
SCHOOL/LOCAL AID	<u>\$27,653,815</u>	<u>\$29,629,285</u>	<u>\$29,629,285</u>
School Aid/Chapter 70	\$9,053,610	\$10,513,260	\$10,513,260
Unrestricted General Government Aid/Local Aid	\$18,600,205	\$19,116,025	\$19,116,025
<b>TOTAL REVENUE</b>	<b>\$30,177,385</b>	<b>\$31,400,155</b>	<b>\$31,400,155</b>

Every year the Commonwealth sends 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 lists the state assessments to municipalities for MBTA, MAPC, air pollution control districts, and the other state programs; and the other section lists the financial aid the City will receive from the state for funding local programs. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, and a number of school-related items.

Cherry Sheet revenue is used in funding 22 City departmental Operating Budgets and for Cherry Sheet Assessments. The City estimates Chapter 70 School Aid and Unrestricted General Government Aid revenue of \$29,629,285 in FY16, which is based on the FY15 Cherry Sheet allocation. These two local aid categories represent 5.4% of the total Operating Budget.

# INTERGOVERNMENTAL REVENUE

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## EDUCATION REIMBURSEMENT

- **Charter School Tuition Reimbursement.** This revenue is intended to partially reimburse local communities for the cost of Charter School tuitions, which are assessed to local communities through the Cherry Sheet. Under Chapter 46, the state is to reimburse increased costs over a five-year period at a declining rate of 100%, 25%, 25%, 25%, and 25% for students attending charter schools.
- **School 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 2% of total program costs. Federal reimbursements and revenues from sale of meals comprise the major sources of funding for school lunch programs.

## GENERAL GOVERNMENTAL REIMBURSEMENT DISTRIBUTION

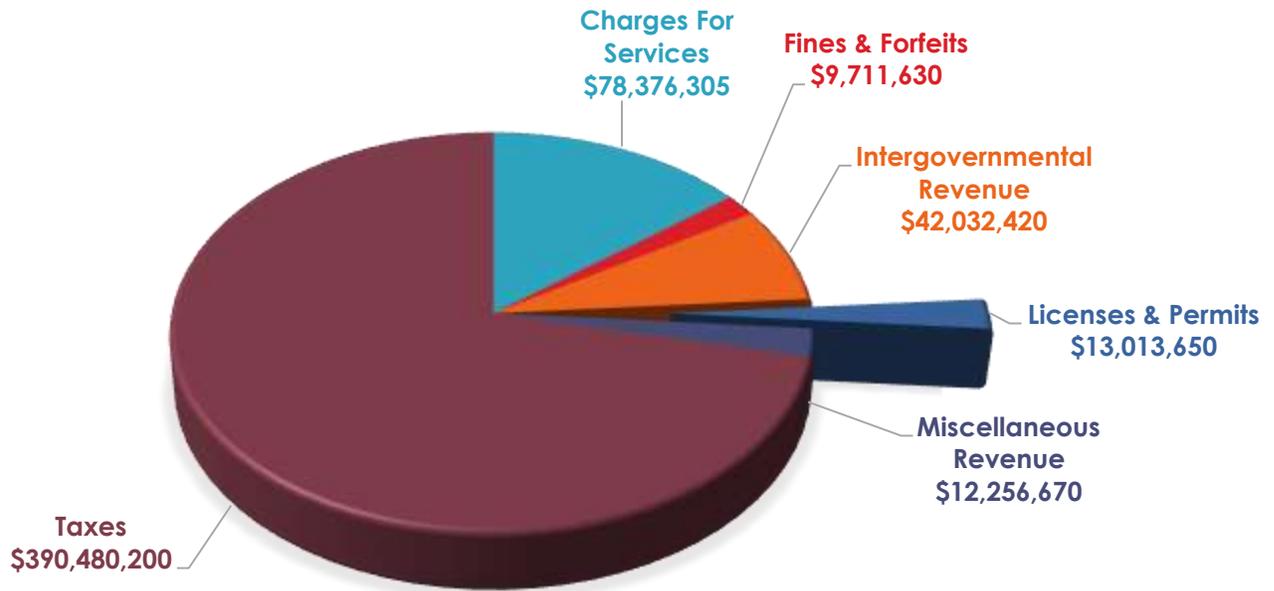
- **Library Aid.** This sum includes a Library Incentive Grant of \$0.50 per capita and a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation. All Library Aid funding is contingent upon the municipal library being certified annually by the Mass. Board of Library Commissioners as meeting the minimum standards of library service as established for its population category.
- **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 state law, 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 the veteran's real estate tax depending upon the extent of the veteran's disability. State law also 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. In addition, persons over age 65 with yearly maximum earnings of \$24,793 for a single person or \$37,190 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 \$49,584, or married, in excess of \$68,178, 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.
- **Veterans' Benefits and Aid to 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 assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits.

## SCHOOL/LOCAL AID

- **School Aid/Chapter 70.** Chapter 70 School Aid is based on a formula that takes into account enrollment, pupil characteristics, inflation, property values, and personal income data.
- **Unrestricted General Government Aid (UGGA)/Local Aid.** This revenue refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid. These two local aid categories represent 5.4% of the total Operating Budget. Approximately 58% (\$11,059,520) of UGGA supports the School Budget.

# LICENSES & PERMITS

## FY16 OPERATING BUDGET - REVENUES BY CATEGORY: \$545,870,875



### LICENSES & PERMITS SUMMARY

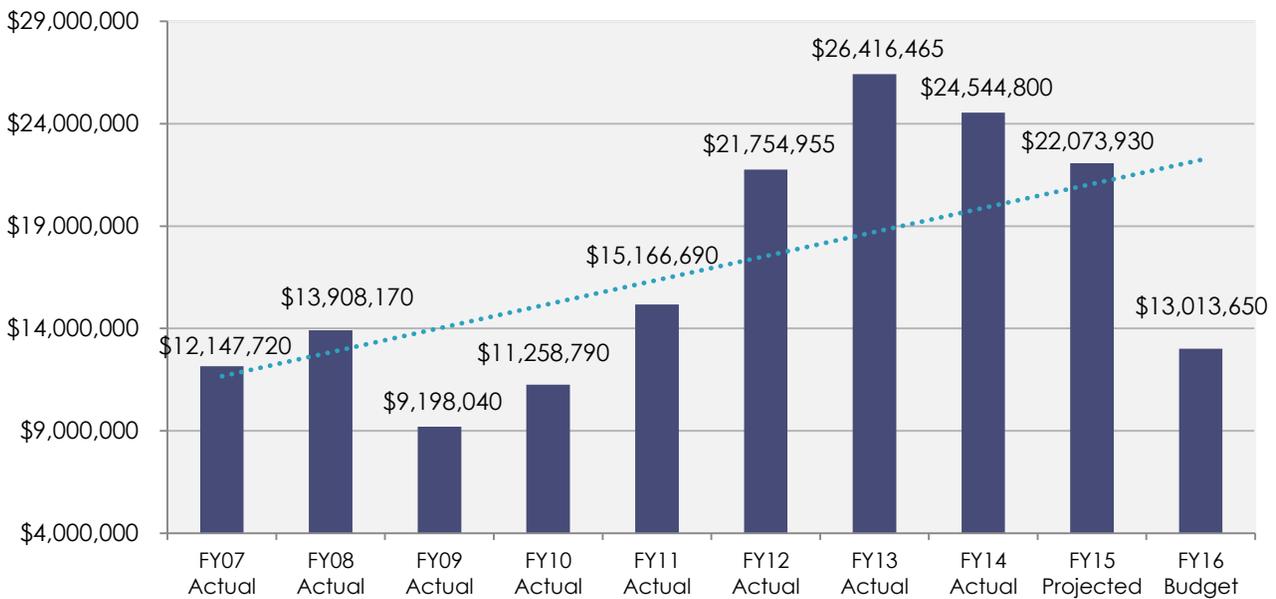
LICENSES & PERMITS	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET	% OF FY16 L&P REVENUE
LICENSES	\$2,821,755	\$2,705,980	\$2,485,700	19.10%
PERMITS	\$21,723,045	\$19,367,950	\$10,527,950	80.90%
<b>TOTAL</b>	<b>\$24,544,800</b>	<b>\$22,073,930</b>	<b>\$13,013,650</b>	<b>100.00%</b>

# LICENSES & PERMITS

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 the Police Commissioner, 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. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its webpage, [www.cambridgema.gov/license](http://www.cambridgema.gov/license). License revenue will account for 0.5% of total General Fund revenues.

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. A complete fee schedule is available at the Inspectional Services Department at 831 Massachusetts Avenue or through its webpage, [www.cambridgema.gov/inspection](http://www.cambridgema.gov/inspection). Permit revenue will account for 1.9% of total General Fund revenues.

**TEN-YEAR HISTORY OF LICENSES & PERMITS**



# LICENSES & PERMITS

## LICENSES

FY16: \$2,485,700

LICENSES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Alcoholic Beverages Licenses	\$998,725	\$998,000	\$975,000
Builder's Licenses	\$5,320	\$6,000	\$2,500
Common Victualer Licenses	\$52,110	\$56,000	\$55,000
Disposal Licenses	\$2,625	\$2,000	\$2,000
Dog Licenses	\$24,035	\$23,000	\$23,000
Dumpster Licenses	\$101,550	\$80,000	\$75,000
Entertainment Licenses	\$203,720	\$195,000	\$185,000
Garage/Fuel Storage Permits	\$350,120	\$344,000	\$325,000
Hackney Fees & Licenses	\$92,645	\$81,800	\$80,500
Health Related Licenses	\$289,150	\$208,880	\$107,500
Lodging House Licenses	\$291,415	\$289,000	\$287,000
Marriage Licenses	\$42,140	\$40,000	\$40,000
Milk Licenses	\$7,815	\$8,500	\$6,000
Miscellaneous Licenses	\$23,720	\$24,000	\$20,000
Motor Vehicle Related Licenses	\$81,660	\$78,800	\$75,000
Multi-Family Inspection Fees	\$12,730	\$10,000	\$10,000
Newspaper Box Fees	\$10,625	\$5,000	\$5,000
Pole & Conduit Permits	\$180,410	\$208,000	\$175,000
Property Use Licenses	\$21,860	\$18,250	\$18,250
Recreation Camp Fees	\$1,250	\$700	\$700
Shops & Sales Licenses	\$2,405	\$2,450	\$2,450
Street Performer Licenses	\$8,325	\$10,800	\$10,800
Tobacco Licenses	\$17,400	\$15,800	\$5,000
<b>TOTAL</b>	<b>\$2,821,755</b>	<b>\$2,705,980</b>	<b>\$2,485,700</b>

### ALCOHOLIC BEVERAGES LICENSES

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.

### BUILDER'S LICENSES

The Inspectional Services Department issues a builder's license to qualified individuals for specific construction categories. The initial two-year license fee is \$50 and a two-year renewal is \$50.

# LICENSES & PERMITS

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## **COMMON VICTUALER LICENSES**

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 and with a sliding fee scale of up to a maximum fee of \$1,287.00 for 1,300 persons and over.

## **DISPOSAL LICENSES**

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

## **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 and its rabies expiration date. The Animal Commission charges \$8.00 for spayed/neutered dogs and \$25.00 for unspayed/unneutered dogs.

## **DUMPSTER LICENSES**

Pursuant to City Ordinance 8.25, an annual \$100 dumpster license is required for all dumpsters located in the city.

## **ENTERTAINMENT LICENSES**

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.

## **GARAGE/FUEL STORAGE PERMITS**

The fees for these permits are issued by the License Commission, which are graduated and based on the capacity of fuel stored and, in parking garages, the number of cars licensed to park 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.

## **HACKNEY FEES & LICENSES**

257 taxis are inspected each April and October for an annual hackney inspection fee of \$190. Also included is the issuance/renewal of approximately 1,300 hackney driver's licenses (\$32 for one year or \$75 for three years). Two-month training licenses are issued for \$10, and the training period must be successfully completed before a driver earns an annual license.

## **HEALTH RELATED LICENSES**

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

## **LODGING HOUSE LICENSES**

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 approximately 151 active lodging houses in the city, 135 being college/university dormitories and houses.

# LICENSES & PERMITS

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## **MARRIAGE LICENSES**

The City Clerk issues marriage licenses to couples intending to marry. The fee is \$35 per license.

## **MILK LICENSES**

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

## **MISCELLANEOUS LICENSES**

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

## **MOTOR VEHICLE RELATED LICENSES**

The License Commission issues licenses for automobile rental agencies (\$121), open-air parking lots (\$12.10 per space), used auto dealers (\$200), and limousine services (\$121).

## **MULTI-FAMILY INSPECTION FEES**

Periodic inspections (5-year cycle) of multi-family structures are required by the Massachusetts State Building Code. The inspection fee for 3-unit buildings is \$100 and \$5 per additional dwelling unit.

## **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.

## **POLE & CONDUIT PERMITS**

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 and \$180 for commercial. An annual maintenance fee is charged to all corporations who have conduits in the public way.

## **PROPERTY USE LICENSES**

A \$750 license fee was adopted by the License Commission to allow alcohol, beer, and wine licensed restaurants and hotels to have outdoor public seating.

## **RECREATION CAMP FEES**

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.

## **SHOPS & SALES LICENSES**

The License Commission issues licenses for approximately 19 antique stores (\$91), one auctioneer (\$60), and 16 second hand dealers (\$60). One-day auction sales, which are charged at a rate of \$31 per day, are also covered by this category.

# LICENSES & PERMITS

## STREET PERFORMER LICENSES

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 and Sidewalk Use Ordinance.

## TOBACCO LICENSES

Inspectional Services issues a license for the selling of tobacco products by commercial establishments (\$200 per year).

## PERMITS

**FY16: \$10,527,950**

PERMITS	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Air Rights Over Public Ways	\$34,180	\$10,000	\$10,000
Building Permits	\$17,851,650	\$16,000,000	\$8,100,000
Fire Permits	\$156,685	\$120,000	\$105,000
Firearms	\$3,635	\$3,350	\$3,350
Gas Permits	\$134,165	\$120,000	\$75,000
Mechanical Permits	\$216,195	\$150,000	\$75,000
Occupancy Certifications	\$34,445	\$33,000	\$15,000
Place of Assembly Fees	\$351,325	\$356,000	\$294,000
Plan Review Permits	\$142,060	\$95,000	\$55,000
Plumbing Permits	\$243,080	\$200,000	\$125,000
Sheet Metal Fees	\$99,875	\$75,000	\$45,000
Sprinkler Permits	\$136,320	\$100,000	\$50,000
Street Obstruction Permits	\$672,625	\$625,000	\$675,000
Street Opening & Sidewalk Obstruction Permits	\$830,460	\$880,000	\$550,000
Sunday Permits	\$1,625	\$600	\$600
Wiring Permits	\$814,720	\$600,000	\$350,000
<b>TOTAL</b>	<b>\$21,723,045</b>	<b>\$19,367,950</b>	<b>\$10,527,950</b>

## AIR RIGHTS 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.

## 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: \$15 per thousand, with a \$50 minimum. The City conservatively estimates building permit revenue to guard against potential economic downturns.

# LICENSES & PERMITS

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## **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.

## **FIREARMS**

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

## **GAS PERMITS**

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.

## **MECHANICAL PERMITS**

The Inspectional Services Department issues permits for the installation of mechanical equipment such as furnaces, boilers, rooftop units, air conditioners, and emergency generators. The fee is based on the type of work required.

## **OCCUPANCY CERTIFICATIONS**

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 older structures that predate the Building Code. The fee is \$100 for a residential building. An additional fee of \$5 for each unit over five is charged.

## **PLACE OF ASSEMBLY FEES**

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 provisions 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.

## **PLAN REVIEW PERMITS**

Special permit fees are generated by the Community Development Department. Project applicants requesting a special permit from the Planning Board are required to pay \$0.10 per square foot to offset staff and other professional service costs associated with project review.

## **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 \$50 for up to five fixtures, plus \$5 for each additional fixture.

## **SHEET METAL FEES**

The Inspectional Services Department charges an inspection fee for installation of sheet metal/ duck work. The fee is \$50 plus \$25 per each 100 linear feet.

# LICENSES & PERMITS

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## **SPRINKLER PERMITS**

The Inspectional Services Department issues permits for the installation of sprinklers and standpipes. The permit of \$50 includes five heads. Each additional head is \$2.00.

## **STREET OBSTRUCTION PERMITS**

The TPT Department issues over 7,000 permits to close streets or to occupy the street for special events, moving vans, tool trucks, dumpsters, and other temporary uses.

## **STREET OPENING & 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. Permits require companies to be bonded, insured, and to have proper workplace safety licenses and traffic plans as appropriate.

## **SUNDAY PERMITS**

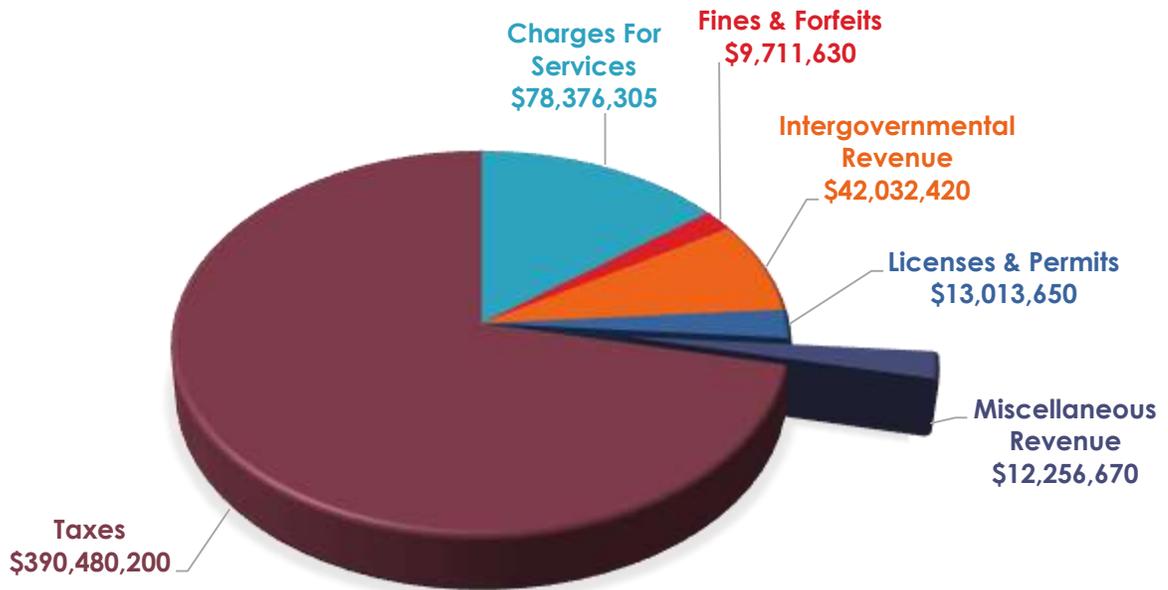
The Police Department issues Sunday permits (\$25 per Sunday) allowing a business to operate on Sunday due to unusual or extenuating circumstances.

## **WIRING PERMITS**

The Inspectional Services Department issues wiring permits to licensed electricians to perform specific electrical wiring work. The cost of the permit is dependent on the number of switches, lights, alarms, and other electrical work included in the job. The minimum permit fee is \$25.

# MISCELLANEOUS REVENUE

## FY16 OPERATING BUDGET - REVENUES BY CATEGORY: \$545,870,875



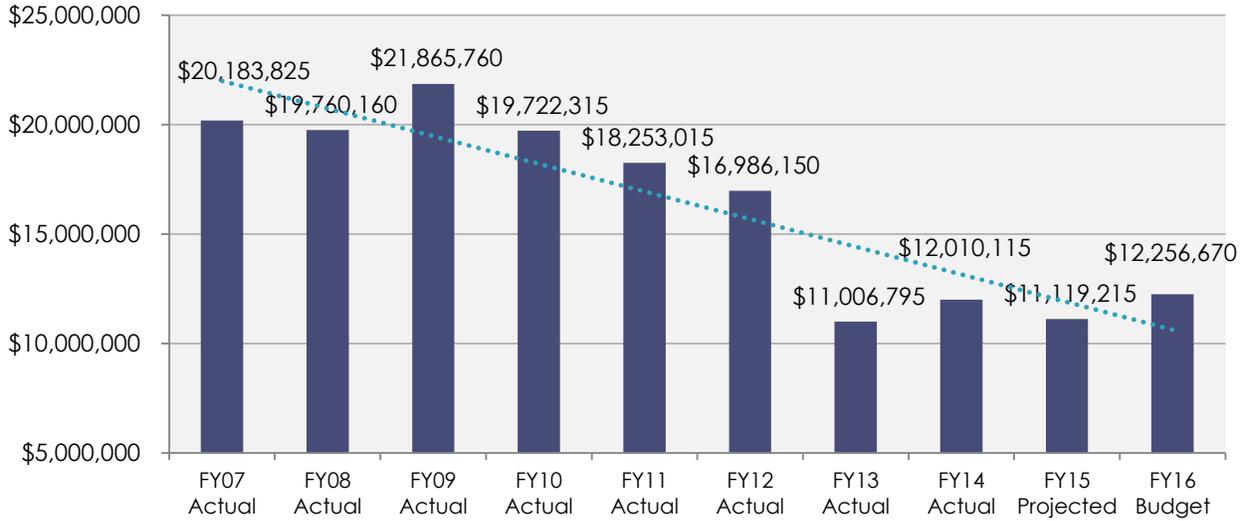
### MISCELLANEOUS REVENUE SUMMARY

MISCELLANEOUS REVENUE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET	% OF FY16 MISC. REVENUE
INTEREST EARNINGS	\$705,195	\$595,000	\$600,000	4.89%
OTHER MISCELLANEOUS RECEIPTS	\$11,210,210	\$10,438,715	\$11,576,170	94.45%
SALE OF CITY PROPERTY	\$94,710	\$85,500	\$80,500	0.66%
<b>TOTAL</b>	<b>\$12,010,115</b>	<b>\$11,119,215</b>	<b>\$12,256,670</b>	<b>100.00%</b>

# MISCELLANEOUS REVENUE

The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous revenues will account for 2.2% of total General Fund revenues.

**TEN-YEAR HISTORY OF MISCELLANEOUS REVENUE**



## INTEREST EARNINGS

**FY16: \$600,000**

The City regularly invests temporarily idle cash in the Massachusetts Municipal Trust Depository Cash Fund and through semiannual Certified Deposit (CD) bids. The City email bid request to all local banks semiannually to request CD rates for 6-9 month CDs in denominations as low as \$250,000 and as high as \$10,000,000. Over the years, the City has successfully invested idle cash into many local banks.

General Fund interest earnings of \$500,000 have been included in the Operating Budget, which is the same amount as prior year. In addition to this amount, \$60,000 in interest earnings is included in the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in the Public Works Budget.

Interest income is used to offset expenditures in: Finance (\$500,000), Community Development (\$60,000), and Public Works (\$40,000).

# MISCELLANEOUS REVENUE

## OTHER MISCELLANEOUS REVENUE

FY16: \$11,576,170

OTHER MISCELLANEOUS REVENUE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
Bus Shelter Advertising	\$0	\$75,170	\$30,915
City Debt Stabilization Transfer	\$1,000,000	\$0	\$1,300,000
Health Claims Trust Transfer	\$8,600,000	\$8,700,000	\$8,800,000
Miscellaneous Reimbursement	\$181,230	\$165,035	\$160,390
Overtime Reimbursement	\$143,780	\$99,935	\$85,000
Recycling	\$14,715	\$14,000	\$15,000
Royalties	\$1,490	\$4,500	\$4,000
School Stabilization Fund	\$586,670	\$563,765	\$540,865
Section 108 Loan Payment	\$44,500	\$174,310	\$0
Teacher Retirement Transfer	\$600,000	\$600,000	\$600,000
Traffic Knockdown	\$7,825	\$12,000	\$10,000
Traffic Mitigation Funds	\$30,000	\$30,000	\$30,000
<b>TOTAL</b>	<b>\$11,210,210</b>	<b>\$10,438,715</b>	<b>\$11,576,170</b>

### BUS SHELTER ADVERTISING

This revenue reflects the income received by the City for advertising located in bus shelters.

### CITY DEBT STABILIZATION TRANSFER

This fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. In FY16, \$1,300,000 will be used to cover debt service costs.

### HEALTH CLAIMS TRUST TRANSFER

In an effort to lessen the impact of employee benefit increases on the property tax levy, employee contributions from the Health Claims Trust Fund will be used as revenue to offset health, 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 \$100,000 reflects the increase in employee contributions from non-union and unionized employees.

### MISCELLANEOUS REIMBURSEMENT

The Public Works Department receives reimbursements (\$44,890) for utility costs associated with two community service programs located in City buildings, as well as reimbursement for fuel obtained at DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW Budget. The Fire Department receives reimbursements (\$12,000) for the limited use of a rental facility by a third party. Also, Inspectional Services receives reimbursements for laboratory animal inspections (\$103,500).

### OVERTIME REIMBURSEMENT

The Police (\$40,000), Fire (\$15,000), and Public Works (\$30,000) Departments receive reimbursements from various outside agencies for overtime and services provided by City personnel.

# MISCELLANEOUS REVENUE

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## **RECYCLING**

The Public Works Department receives revenue for the materials collected in the City's curbside recycling collection and drop-off programs. The amount the City receives is based on the market prices per ton of paper, cardboard, cans, and bottles collected minus a per ton processing fee. When market conditions are poor, the City pays for processing of recycled materials.

## **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 research assistance and for consultations on historic paint colors, the sale of photographic prints and scans from the collections, and photocopying.

## **SCHOOL STABILIZATION TRANSFER**

School Stabilization Funds are being used to offset a portion of the debt service costs from the February 2008 bond issue for the War Memorial Recreation Center.

## **SECTION 108 LOAN PAYMENT**

The City entered into a loan agreement with the Department of Housing and Urban Development for \$1,000,000 to cover a portion of the cost of the Brookline Street Housing Development. The final payment was made in July 2014.

## **TEACHER RETIREMENT TRANSFER**

This transfer will be used to offset retirement costs in the Employee Benefits Department. An update to the Pension Actuarial Study is done every two years. The FY16 amount is consistent with previous year allocations and available revenues.

## **TRAFFIC KNOCKDOWN**

The Electrical and Fire Departments receive reimbursements for the replacement of street lights, fire alarm boxes, and traffic lights from individuals who have knocked them down with their vehicles. This revenue is used to fund the expenditure for replacement light poles, fire alarm boxes, and traffic lights.

## **TRAFFIC MITIGATION FUNDS**

The owner of the CambridgeSide Galleria contributes \$30,000 to the TPT Department to implement traffic mitigation measures set forth in their development agreement with the City.

## **SALE OF CITY PROPERTY**

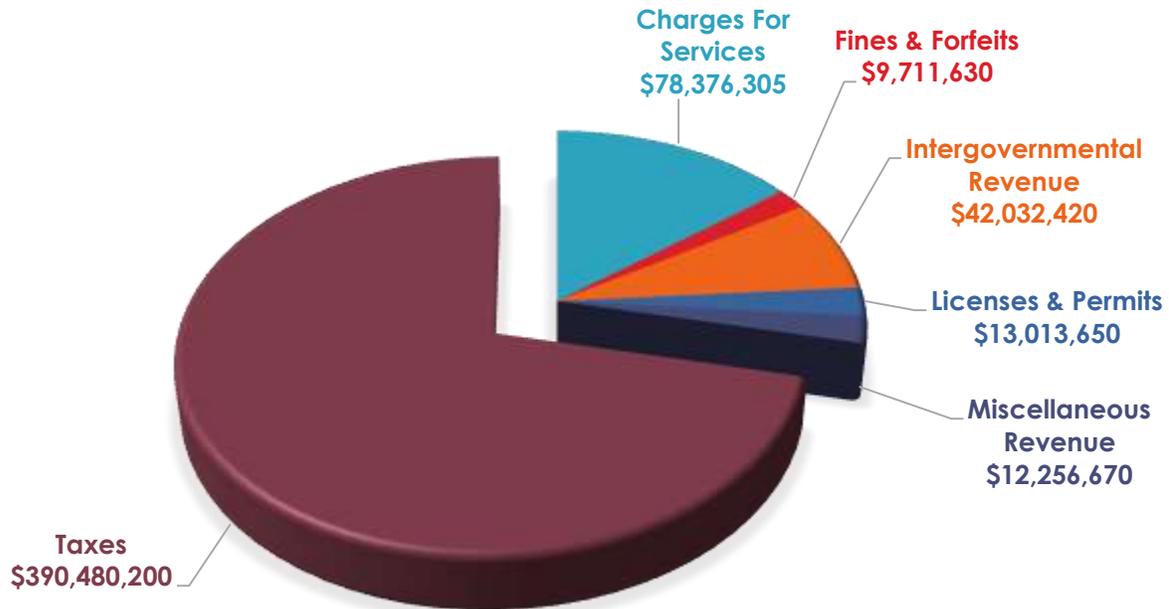
**FY16: \$80,500**

### **SALE OF CITY PROPERTY**

Revenue is received from the sale of lots and graves at the Cambridge Cemetery. In FY16, the price of a single lot is being raised by \$100 from \$1,500 to \$1,600 to offset cost increases and to align with prices in similar municipalities. Revenue from this source is \$80,000 per year, which is used to support the operation and maintenance of the Cemetery in the Public Works Budget. In addition, the Animal Commission has an adoption program for animals that are picked up and not claimed by their owners. The Animal Commission charges adoption fees for these animals that reflect the costs of the veterinary care that has been provided to them. The revenue estimate for adoption fees is \$500.

# TAXES

## FY16 OPERATING BUDGET - REVENUES BY CATEGORY: \$545,870,875



### TAXES SUMMARY

TAXES	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET	% OF FY16 TAXES
CORPORATION EXCISE TAX	\$1,352,790	\$1,200,000	\$1,200,000	0.31%
HOTEL/MOTEL EXCISE TAX	\$12,413,940	\$12,865,000	\$11,965,000	3.06%
IN LIEU OF TAX PAYMENTS	\$6,406,460	\$6,450,000	\$5,900,000	1.51%
MEALS EXCISE TAX	\$4,111,235	\$4,150,000	\$3,900,000	1.00%
MOTOR VEHICLE EXCISE TAX	\$6,974,490	\$6,900,000	\$6,400,000	1.64%
PENALTIES & DELINQUENT INTEREST	\$730,320	\$750,000	\$700,000	0.18%
PERSONAL PROPERTY TAX	\$24,364,640	\$23,432,195	\$22,195,090	5.68%
REAL PROPERTY TAX	\$311,236,445	\$325,261,175	\$338,220,110	86.62%
<b>TOTAL</b>	<b>\$367,590,320</b>	<b>\$381,008,370</b>	<b>\$390,480,200</b>	<b>100.00%</b>

# TAXES

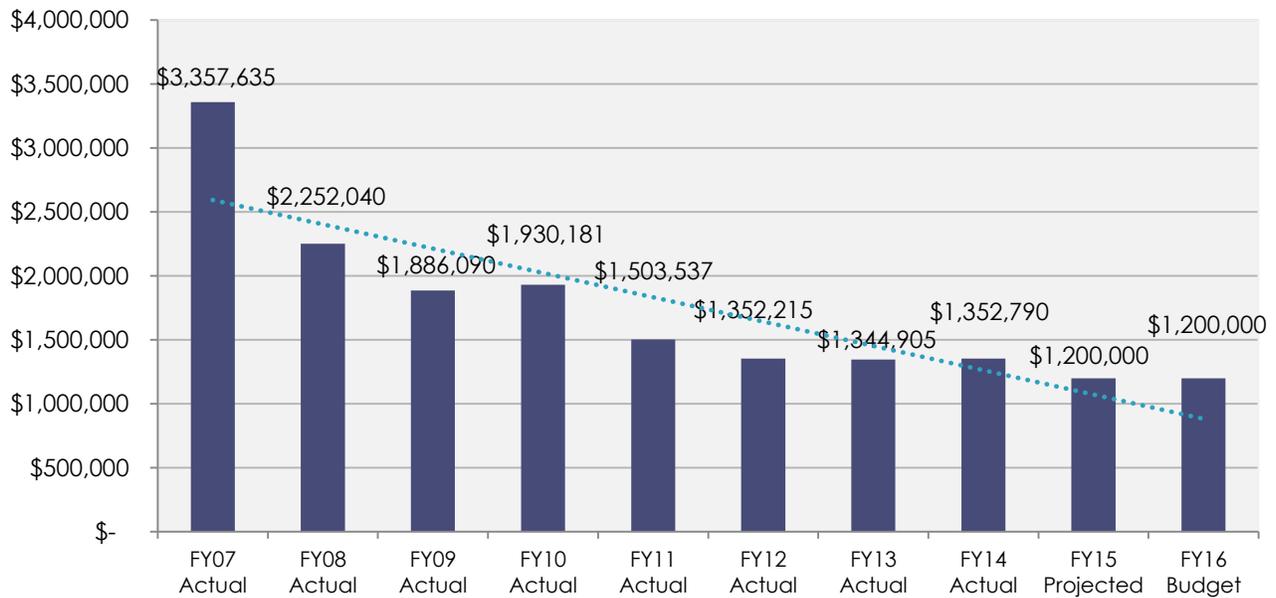
Taxes, primarily property taxes, are assessed and levied by the City to fund a wide range of community services. Taxes will account for 71.5% of total General Fund revenues.

## CORPORATION EXCISE TAX

**FY16: \$1,200,000**

Chapter 12A, 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 5% of the corporation’s gross income in the preceding year and an amount equal to \$10 per thousand of agreed valuation.

**TEN-YEAR HISTORY OF CORPORATION EXCISE TAX**



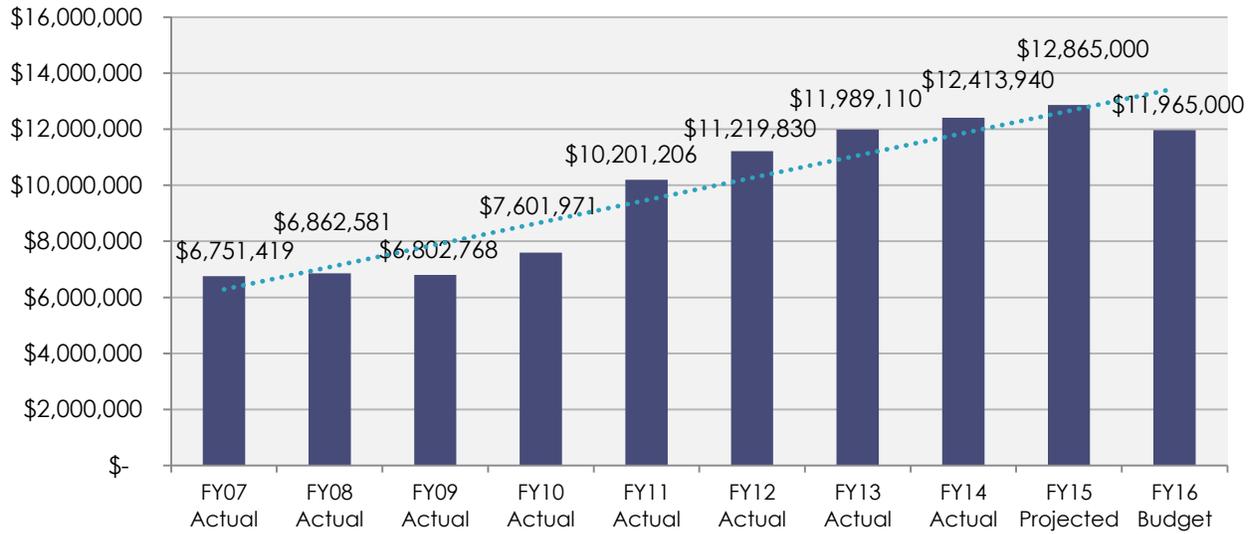
## HOTEL/MOTEL EXCISE TAX

**FY16: \$11,965,000**

Chapter 64G, section 3A of the Massachusetts General Laws, states that any city or town has authorization to impose a local excise tax upon the occupancy fee for any room in a hotel or motel located within its limits. The local fee shall not exceed 6% of the total cost of the room and shall not be imposed if the total cost of the room is less than \$15 per day. The local fee was increased from 4% to 6% in FY10. The total tax is 14.45%, with the state and Convention Center Authority receiving the difference of 8.45%. 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.

# TAXES

## TEN-YEAR HISTORY OF HOTEL/MOTEL TAX



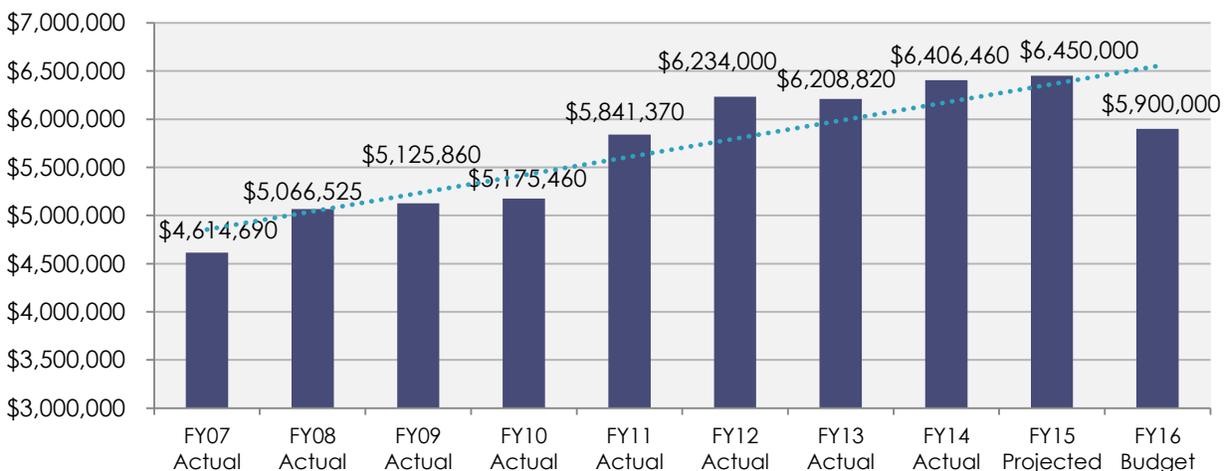
## IN LIEU OF TAX PAYMENTS

**FY16: \$5,900,000**

The "in lieu of tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. Harvard University and the Massachusetts Institute of Technology (MIT) are the City's major in lieu of tax payers.

In FY05, the City entered into a 40-year written Payment In Lieu of Taxes (PILOT) agreement with MIT. The agreement contains an annual escalation of the base payment by 2.5% per year during the term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term. The agreement contains an annual escalation of the base payment by 3%. Harvard's base PILOT payment will increase by an additional \$100,000 every 10 years. 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.

## TEN-YEAR HISTORY OF IN LIEU OF TAX PAYMENTS



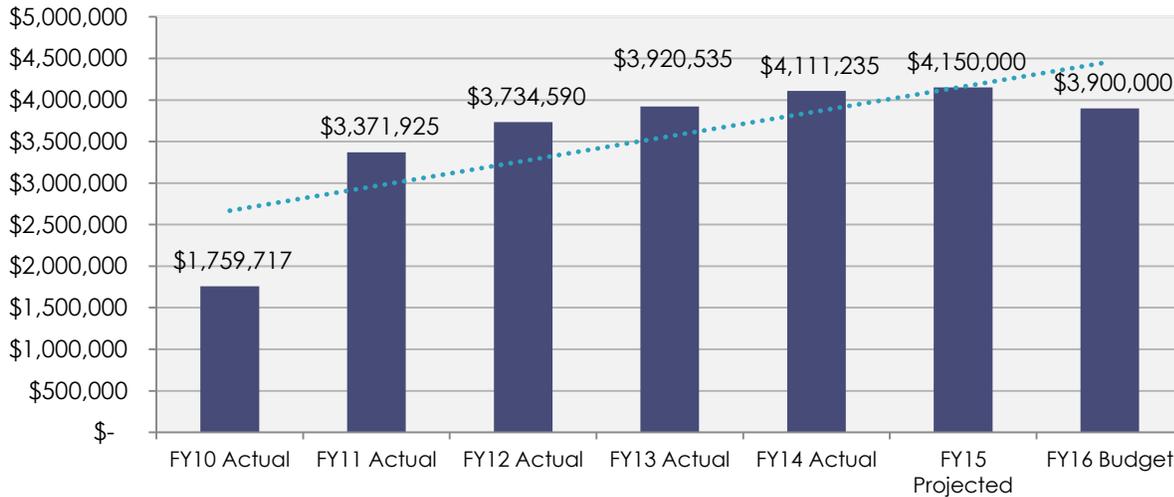
# TAXES

## MEALS EXCISE TAX

FY16: \$3,900,000

The state provides cities and towns the ability to impose a 0.75% meals excise upon local acceptance for local use, which the City adopted in July 2009. The state's portion of the meals excise tax is 6.25%.

### SEVEN-YEAR HISTORY OF MEALS EXCISE TAX



## MOTOR VEHICLE EXCISE TAX

FY16: \$6,400,000

### EXCISE TAX RECEIPTS

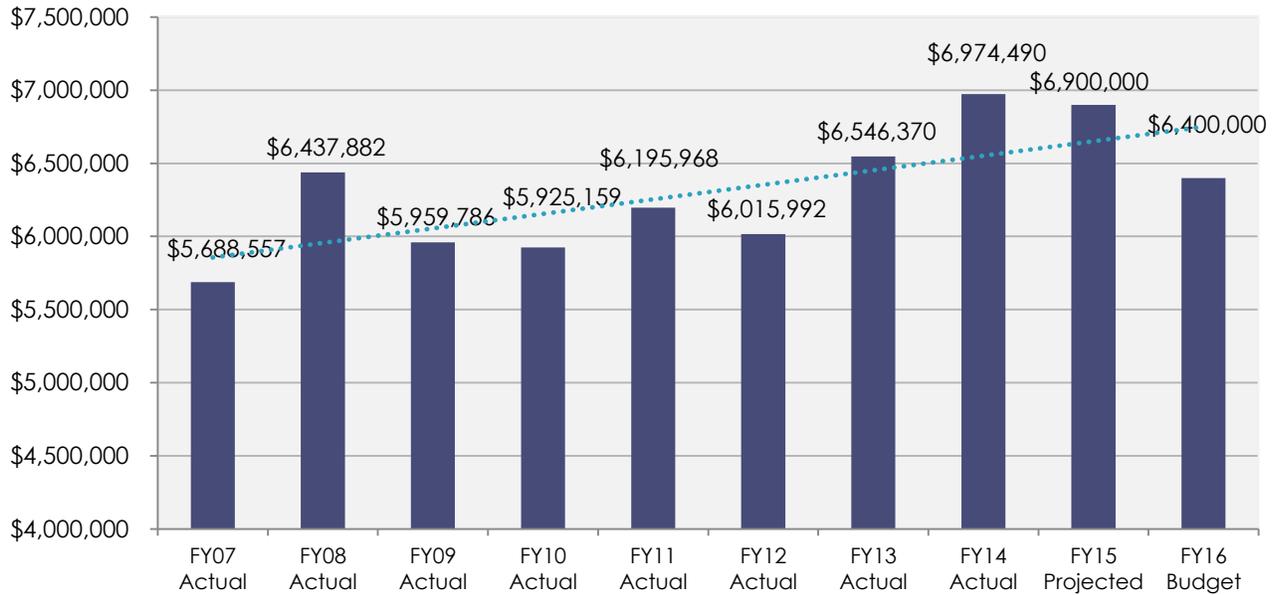
The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are 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 FY15, the City sent out approximately 60,000 excise bills. The City has a web-based payment system that allows excise taxpayers to pay their bill online using their Visa or MasterCard credit cards.

### 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.

# TAXES

## TEN-YEAR HISTORY OF MOTOR VEHICLE EXCISE TAX



### PENALTIES & DELINQUENT INTEREST

**FY16: \$700,000**

#### DELINQUENT INTEREST

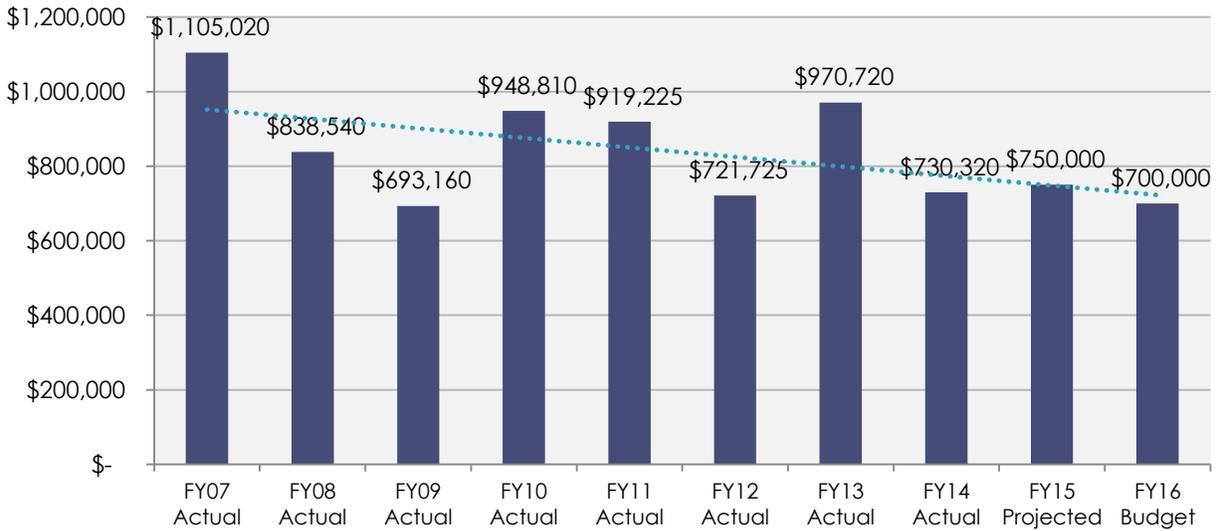
The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14% from the original billing date. Tax title accounts are charged 16% from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12% from the due date. The interest rate on delinquent water/sewer services is 14% per annum. Water interest is reported in the Water Fund and is not included in the above estimate.

#### PENALTY CHARGES

If real and personal property taxes are not paid within 30 days for the second billing (usually May 1st) in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$10), and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges, in lieu of a salary. A \$20 fee is added to outstanding excise tax accounts that have been placed on hold at the Registry of Motor Vehicles. Demands and warrants are not issued for delinquent water/sewer service accounts, but such overdue balances are subject to a lien on the corresponding real estate tax bill. Once a delinquent real estate account goes into the process of tax title, there are numerous fees added to the property tax bill.

# TAXES

## TEN-YEAR HISTORY OF PENALTIES & DELINQUENT INTEREST



### PERSONAL PROPERTY TAX

**FY16: \$22,195,090**

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. The Board of Assessors determines the value of all taxable personal property for approximately 2,625 accounts. Traditionally, utility companies are the highest personal property taxpayers, but Cambridge has a good biotechnology and high tech base as well. Manufacturing corporations pay personal property tax to the City on poles, wires, and conduit.

The personal property tax is projected to produce roughly 6.2% of the City's total property tax revenue. The delinquency rate has rarely exceeded 1%, mainly because the 10 largest accounts pay a majority of the total personal property tax.

THE HIGHEST PERSONAL PROPERTY TAXPAYERS (FY15)		
1	NSTAR Electric	\$4,268,110
2	Novartis	\$2,674,254
3	NSTAR Gas	\$1,143,625
4	Millennium Pharmaceuticals	\$866,073
5	Cingular Wireless	\$740,130
6	Level 3 Communications	\$720,060
7	Verizon New England	\$665,696
8	Kendall Green Energy	\$654,998
9	Draper Lab	\$517,577
10	Sanofi-Aventis	\$515,245

# TAXES

## REAL PROPERTY TAX

FY16: \$338,220,110

The primary source of revenue for municipalities in the Commonwealth is the real property tax. For purposes of taxation, real property includes land and buildings and improvements erected or affixed to the land. The City's Board of Assessors determines the value of all taxable land, which is revalued at fair market each January 1st. The state's Department of Revenue recertifies property values on a triennial basis. In the intervening years, the City is required to perform a statistical validation of values, which is also approved by the state.

### TAX LEVIES & 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.

Fiscal Year	Tax Levy	Overlay Reserve Abatements	Net Tax Levy(1)	Collections During FY Payable(2)	
				Amount	% of Net Levy
FY15	\$341,445,455	\$4,604,198	\$336,841,257	-	-
FY14	\$328,544,945	\$4,544,945	\$324,000,000	\$324,657,391	100.2%
FY13	\$316,947,769	\$4,447,769	\$312,500,000	\$313,575,383	100.3%
FY12	\$299,090,638	\$4,390,369	\$294,699,999	\$294,569,421	99.9%
FY11	\$283,961,699	\$4,295,422	\$264,300,000	\$280,979,212	106.3%

Notes:

(1) Tax levy less overlay reserve for abatements.

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

Fiscal Year	Tax Levy	Overlay Reserve		Abatements During FY of Each Tax Levy
		Amounts	% of Total Levy	
FY15	\$341,445,455	\$4,604,198	1.4%	-
FY14	\$328,544,945	\$4,544,945	1.4%	\$1,419,005
FY13	\$316,947,769	\$4,447,769	1.4%	\$1,177,870
FY12	\$299,090,638	\$4,390,369	1.5%	\$1,362,467
FY11	\$283,961,699	\$4,295,422	1.5%	\$1,471,642

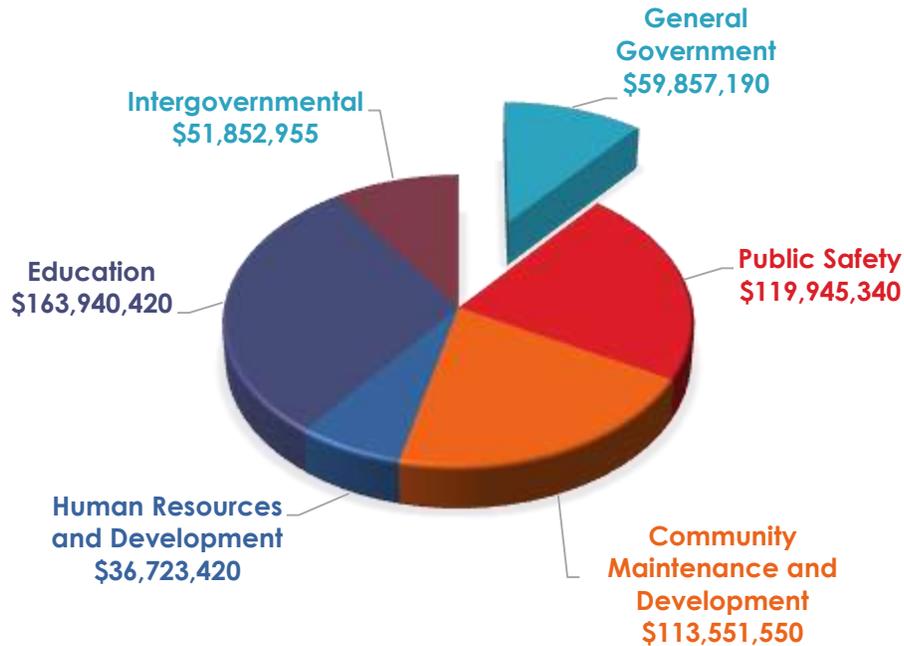
## **SECTION V**

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### **EXPENDITURES/SERVICE PROGRAMS**

# GENERAL GOVERNMENT

## FY16 OPERATING BUDGET – EXPENDITURES BY FUNCTION: \$545,870,875



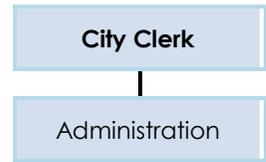
### GENERAL GOVERNMENT

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 PROPOSED
CHARGES FOR SERVICES	\$845,345	\$843,700	\$841,700
FINES & FORFEITS	\$316,500	\$316,500	\$316,500
INTERGOVERNMENTAL REVENUE	\$9,129,115	\$11,582,615	\$11,922,875
LICENSES & PERMITS	\$52,965	\$53,300	\$53,300
MISCELLANEOUS REVENUE	\$9,855,690	\$9,800,000	\$9,900,000
TAXES	\$40,529,085	\$41,238,820	\$36,822,815
<b>TOTAL BUDGETED REVENUE</b>	<b>\$60,728,700</b>	<b>\$63,834,935</b>	<b>\$59,857,190</b>
PROGRAM EXPENDITURES			
CITY CLERK	\$1,008,275	\$1,163,550	\$1,123,935
CITY COUNCIL	\$1,658,590	\$1,736,290	\$1,789,700
ELECTION COMMISSION	\$1,175,815	\$1,092,985	\$1,149,425
EMPLOYEE BENEFITS	\$17,004,715	\$24,513,685	\$33,025,885
EXECUTIVE	\$2,373,310	\$2,332,965	\$2,356,150
FINANCE	\$12,477,355	\$13,956,145	\$16,024,605
GENERAL SERVICES	\$617,110	\$660,505	\$683,040
LAW	\$1,930,230	\$2,143,860	\$2,174,415
MAYOR	\$527,220	\$589,415	\$586,635
PUBLIC CELEBRATIONS	\$880,210	\$889,040	\$905,900
RESERVE	\$0	\$0	\$37,500
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$39,652,830</b>	<b>\$49,078,440</b>	<b>\$59,857,190</b>

# CITY CLERK

## DEPARTMENT OVERVIEW

The City Clerk is the official record keeper for the City of Cambridge. Records kept by the Clerk’s Office include vital statistics (including births, marriages, domestic partnerships, and deaths) as well as business and professional certificates. The City Clerk is responsible for City Council documents, appeals relating to Board of Zoning Appeal and Planning Board cases, state and child support tax liens, and all notifications of meetings of municipal bodies. The City Clerk is also the official keeper of the City Seal. All documents and notifications are available to the public, with some exceptions pertaining to vital records.



In addition to vital records, the City Clerk’s Office has records of Cemetery Deeds for the Cambridge Cemetery and municipal and zoning ordinances of the City. The Clerk’s Office maintains a list of rules and regulations for various departments, boards, and commissions in Cambridge.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$247,475	\$244,000	\$242,000
INTERGOVERNMENTAL REVENUE	\$19,300	\$19,300	\$19,300
LICENSES & PERMITS	\$42,140	\$40,000	\$40,000
TAXES	\$824,965	\$945,905	\$822,635
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,133,880</b>	<b>\$1,249,205</b>	<b>\$1,123,935</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$965,615	\$1,103,020	\$1,063,405
OTHER ORDINARY MAINTENANCE	\$42,285	\$56,110	\$56,110
TRAVEL & TRAINING	\$375	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,008,275</b>	<b>\$1,163,550</b>	<b>\$1,123,935</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>11</b>	<b>10</b>

# CITY CLERK - ADMINISTRATION

## MISSION & SERVICES

The City Clerk's Office responds to a wide variety of public inquiries and provides assistance with birth certificates and other vital records in English, French, Haitian Creole, Portuguese, and Spanish. The Clerk's Office strives to preserve original records from Cambridge's municipal beginnings in 1630 while simultaneously using modern technology to make information more accessible to members of the community.



A sample of the City Clerk's historical record collection

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Accurately establish, maintain, correct, index, and certify all vital records, business records, and other important City records in a timely manner and provide access to the public.**
- 2. **Produce City Council agenda for distribution; record all actions taken at meetings; distribute timely notification of Council actions; index all items acted upon; and produce and maintain permanent, bound records of City Council proceedings.**
-  3. **Improve dissemination of public information and customer service.**
- 4. **Continue preservation of vital and historical records.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within 2 months	100%	100%	100%
2	Permanent bound record ready for publication within 18 months after completion of the legislative year	100%	100%	100%
2	Agenda ready for distribution 72 hours prior to regular City Council meetings	100%	100%	100%
2	Notification of Council actions completed 36 hours after meeting	100%	100%	100%
2	Number of updates to the Municipal Code distributed to subscribers	1	1	1
3	City Council agenda published accurately on the City's website 72 hours prior to meeting	100%	100%	100%
3	Expand accepting credit card payments to online and in the Clerk's office	n/a	n/a	100%

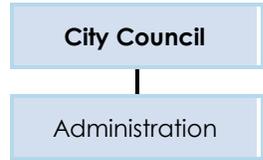
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$965,615	\$1,103,020	\$1,063,405
OTHER ORDINARY MAINTENANCE	\$42,285	\$56,110	\$56,110
TRAVEL & TRAINING	\$375	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,008,275</b>	<b>\$1,163,550</b>	<b>\$1,123,935</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>11</b>	<b>10</b>

# CITY COUNCIL

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



**Policy-Making/Legislation:** Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council’s Chief Legislative Officer. The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides.

**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 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. This allotment also supports the Council’s efforts to secure federal, state, and other 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 external sources.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$14,110	\$14,110	\$14,110
TAXES	\$1,669,015	\$1,697,005	\$1,775,590
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,683,125</b>	<b>\$1,711,115</b>	<b>\$1,789,700</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,585,960	\$1,634,535	\$1,675,100
OTHER ORDINARY MAINTENANCE	\$40,755	\$41,900	\$41,900
TRAVEL & TRAINING	\$31,875	\$59,855	\$72,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,658,590</b>	<b>\$1,736,290</b>	<b>\$1,789,700</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# CITY COUNCIL - ADMINISTRATION

## MISSION & SERVICES

The City Council actively engages with citizens through the following subcommittees:

- **Civic Unity:** Considers matters relating to civil rights, human rights, race and class relations, and other aspects of civic unity.
- **Economic Development & University Relations:** Considers issues regarding the relationship between the City, educational institutions, and other partners to develop policies and programs that will enhance economic development and expand employment opportunities for residents.
- **Finance:** Considers matters relating to the financial interests of the City, including the City budget, sources of City revenue, appropriations and loans, and City bonding capacity.
- **Government Operations, Rules & Claims:** Considers matters relating to the effective delivery of City services, the functions and operations of City government, and City Council rules; and considers claims that have been filed against the City.
- **Health & Environment:** Considers matters relating to the health of citizens and the physical environment of the city, and works to improve City policies relating to health programs.
- **Housing:** Develops policies for the maintenance and development of housing, with an emphasis on the needs of low-income and working people.
- **Human Services & Veterans:** Develops and supports policies assuring a broad human service delivery system to be provided by the City, other levels of government, and non-profit and private agencies, and considers all matters affecting veteran services and benefits of the City.
- **Neighborhood & Long-Term Planning, Public Facilities, Art, and Celebrations:** Enhances quality of life as it relates to neighborhood livability, public art, and public celebrations.
- **Ordinance:** Considers the merit, form, and legality of ordinances presented to the City Council.
- **Public Safety:** Considers matters affecting the public safety of citizens, including the performance and effectiveness of Police, Fire, Inspectional Services, and the Police Review and Advisory Board.
- **Transportation & Public Utilities:** Considers transportation, traffic, and parking matters.



Front Row: Dennis J. Carlone, Nadeem A. Mazen, E. Denise Simmons, and Vice Mayor Dennis A. Benzan. Back Row: Timothy J. Toomey, Jr., Craig A. Kelley, Leland Cheung, Marc C. McGovern and Mayor David P. Maher

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,585,960	\$1,634,535	\$1,675,100
OTHER ORDINARY MAINTENANCE	\$40,755	\$41,900	\$41,900
TRAVEL & TRAINING	\$31,875	\$59,855	\$72,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,658,590</b>	<b>\$1,736,290</b>	<b>\$1,789,700</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# ELECTION COMMISSION

## DEPARTMENT OVERVIEW

The Board of Election Commissioners was established by the Acts of 1921, Chapter 239. The four-member Board is responsible for managing and supervising elections and the annual census in the City; ensuring compliance with federal, state, and local election laws and the policies and guidelines established by the Board; assisting citizens in exercising their voting rights; managing staffing and operation of polling locations; certifying nomination papers and petitions; and providing access to candidacy for those seeking elected office. The Board's role was expanded in 1987 to include administration of Chapter 55 of the Massachusetts General Laws, which governs campaign and political finance reporting. In 1991, the Commission was also assigned the responsibility of implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."



Individuals from both major parties are appointed by the City Manager for staggered four-year terms. The City Manager appoints an Executive Director, with the advice of the Board, who is responsible for overseeing the Board's functions and supervising operations of the Election Commission and all local, state, and federal elections within Cambridge.

The Election Commission processes and maintains local voter registration records for the statewide Voter Registration Information System (VRIS); processes nomination papers, petitions, absentee, and provisional ballots; staffs and operates polling locations; tests and prepares voting equipment; conducts the annual City Census and provides census information to federal, state, local agencies, and the public; and administers municipal campaign and political finance reporting for the City.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$1,570	\$750	\$750
INTERGOVERNMENTAL REVENUE	\$195,700	\$118,365	\$97,750
TAXES	\$930,565	\$962,315	\$1,050,925
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,127,835</b>	<b>\$1,081,430</b>	<b>\$1,149,425</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$961,700	\$903,985	\$928,270
OTHER ORDINARY MAINTENANCE	\$214,055	\$188,230	\$218,885
TRAVEL & TRAINING	\$60	\$770	\$2,270
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,175,815</b>	<b>\$1,092,985</b>	<b>\$1,149,425</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# ELECTION COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Election Commission is dedicated to protecting the integrity of the electoral process in accordance with federal, state, and local laws and providing quality services to the public in an efficient and professional manner.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. Conduct Annual City Census as required by state law to maintain accurate voter lists; encourage increased rate of return.
2. Encourage increased voter registration through the use of the City's website, media, and the distribution of information to City and community organizations, schools, universities, and at community events.
3. Ensure that campaign finance reporting is disclosed in an accurate and timely manner.
-  4. Promote increased transparency and citizen satisfaction by supplying online access to the City Census, election and voter registration information, campaign finance reports for School Committee candidates, ward and precinct maps, and electronic filing of Statements of Financial Interests.
-  5. Ensure that voters have access to a polling environment free of interference or intimidation.
6. Conduct 2015 Municipal Election and 2016 Presidential Primary in an effective and cost-efficient manner, using a computerized optical scanning system. Recruit, appoint, train, and maintain professional standards for over 200 poll workers for each election.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Individual households contacted	54,206	50,000	50,000
1	Percent of households that responded	55%	63%	70%
1	Online Census response	n/a	2,400	2,700
2	Number of registered voters	65,400	62,000	63,000
2	Number of persons eligible to vote	74,135	74,135	74,135
2	In-person, mail-in, online, and RMV registrations	7,451	10,000	10,000
6	Elections administered	3	2	2
6	Absentee ballots	2,099	2,795	1,200

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$961,700	\$903,985	\$928,270
OTHER ORDINARY MAINTENANCE	\$214,055	\$188,230	\$218,885
TRAVEL & TRAINING	\$60	\$770	\$2,270
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,175,815</b>	<b>\$1,092,985</b>	<b>\$1,149,425</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

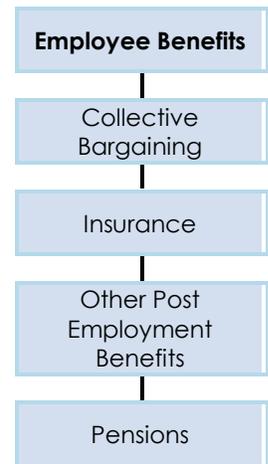
# EMPLOYEE BENEFITS

## DEPARTMENT OVERVIEW

The primary purpose of this allotment is to provide funding for all employee benefit programs that are not included in departmental budgets for costs related to the non-contributory retirement system, health insurance costs for retirees, and other post-employment benefits.

In addition, all funds budgeted in the individual departments are transferred to cost centers within this Department during 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.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$7,751,815	\$10,459,230	\$10,826,505
MISCELLANEOUS REVENUE	\$9,200,000	\$9,300,000	\$9,400,000
TAXES	\$16,698,145	\$15,751,790	\$12,799,380
<b>TOTAL BUDGETED REVENUE</b>	<b>\$33,649,960</b>	<b>\$35,511,020</b>	<b>\$33,025,885</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$16,326,630	\$23,634,005	\$32,142,305
OTHER ORDINARY MAINTENANCE	\$663,750	\$849,680	\$853,580
TRAVEL & TRAINING	\$14,335	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$17,004,715</b>	<b>\$24,513,685</b>	<b>\$33,025,885</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EMPLOYEE BENEFITS - COLLECTIVE BARGAINING

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## MISSION & SERVICES

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. This allotment includes funds that are transferred to the departments only if needed.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$570,735	\$406,685	\$4,584,210
OTHER ORDINARY MAINTENANCE	\$12,600	\$17,880	\$17,880
TRAVEL & TRAINING	\$14,335	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$597,670</b>	<b>\$454,565</b>	<b>\$4,632,090</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EMPLOYEE BENEFITS - INSURANCE

## MISSION & SERVICES

The primary purpose of this Division is to provide centralized cost centers for the disbursement of funds to the various health care providers.

**Accident Insurance (\$20,000):** Eligible Police and Fire employees may enroll in a supplemental accident life insurance plan. The plan is 75% paid for by the City.

**Disability Insurance (\$148,880):** This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

**Health Insurance (\$250,000):** 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 75-88% of the costs, with the remaining 12-25% paid by the employees. In addition to the \$250,000 in health insurance costs allocated to the Employee Benefits Department, the remaining \$56,815,474 paid by the City is allocated directly to departmental budgets, with \$32,463,150 going to City departments, \$1,353,900 to the Water Department, and \$22,998,424 to the School Department.

**Life Insurance (\$391,820):** 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.

**Medicare (\$2,542,455):** 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.

**Medicare Payroll Tax (\$100,000):** 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.

**Unemployment Compensation (\$275,000):** In Chapter 720 of the Acts of 1977, the state 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.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$3,606,935	\$2,702,585	\$2,892,455
OTHER ORDINARY MAINTENANCE	\$651,150	\$831,800	\$835,700
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,258,085</b>	<b>\$3,534,385</b>	<b>\$3,728,155</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EMPLOYEE BENEFITS - OTHER POST EMPLOYMENT BENEFITS

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## MISSION & SERVICES

In 2006, the Assistant City Manager for Fiscal Affairs, Assistant Finance Director, Budget Director, Personnel Director, and the City Auditor formed a Working Group on Other Post Employee Benefits (OPEB) to oversee the completion of the City's first OPEB actuarial report as of December 31, 2006. This report established the liabilities of the Post Employment Benefits in accordance with GASB Statements 43 and 45 and is updated every two years.

In December 2009, based on the recommendation of the OPEB Working Group and the City Manager, the City Council established an irrevocable trust fund to accept OPEB funding contributions based on legislation enacted in January 2009. At the same time, the City Council approved the transfer of \$2,000,000 from the City's Health Claims Trust Fund to the OPEB Trust Fund.

In FY13, the City made a contribution of \$1,000,000 and in FY14 and FY15 the City made contributions of \$2,000,000 to the OPEB Trust Fund. A contribution of \$2,000,000 is included in the FY16 Budget. The OPEB Working Group will continue to provide recommendations for funding strategies for the OPEB liability.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,000,000	\$2,000,000	\$2,000,000
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EMPLOYEE BENEFITS - PENSIONS

## MISSION & SERVICES

The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions, and Retirees' Health Insurance. 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 financed solely with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees.

**Retirement Board:** The Cambridge Retirement System administers a retirement system for employees of the City, Cambridge Health Alliance, Cambridge Housing Authority, and Cambridge Redevelopment Authority. The Public Employee Retirement Administration Commission (PERAC) is the regulatory authority that oversees all retirement systems in the Commonwealth. The Cambridge system is administered by five Board members: the City Auditor, who serves as an ex-officio member; two members who are elected by the membership; one member who is appointed by the City Manager; and one member who is appointed by the other four Board members.

The City has a mandatory retirement plan for all public employees who are regularly employed on a permanent, full-time or part-time (20 hours or more) basis. This plan is transferable among all state and local 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. For all those hired after July 1, 1996, the rate is 9% plus an additional 2% on compensation over \$30,000.

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 as well as 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.

The budget for the Board is funded through the excess investment earnings of the Contributory System with no further appropriation by the City Council. The Retirement Board is required to file a copy of its budget with the City Council for its review.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$10,148,960	\$18,524,735	\$22,665,640
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$10,148,960	\$18,524,735	\$22,665,640
<b>FULL-TIME BUDGETED EMPLOYEES</b>	0	0	0

# EXECUTIVE

## DEPARTMENT 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 works with the Finance Department and other departments to manage expenditures while maintaining a robust array of City services. The Manager’s financial stewardship has led to Cambridge’s strong financial position, as evidenced by the City’s AAA bond ratings from all three rating agencies for over 16 years.

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 and conduct numerous neighborhood meetings regarding community issues.

Included in this department are the Affirmative Action Office, the Public Information Office, and the Employees' Committee on Diversity. The Cambridge Office for Tourism, a nonprofit agency, receives City funds budgeted in this department and the Deputy City Manager serves as a board member.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$40,000	\$40,000	\$40,000
FINES & FORFEITS	\$215,000	\$215,000	\$215,000
INTERGOVERNMENTAL REVENUE	\$163,865	\$163,865	\$163,865
TAXES	\$1,589,285	\$1,879,820	\$1,937,285
<b>TOTAL BUDGETED REVENUE</b>	<b>\$2,008,150</b>	<b>\$2,298,685</b>	<b>\$2,356,150</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,849,085	\$1,774,815	\$1,788,100
OTHER ORDINARY MAINTENANCE	\$494,065	\$516,950	\$524,950
TRAVEL & TRAINING	\$30,160	\$41,200	\$43,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,373,310</b>	<b>\$2,332,965</b>	<b>\$2,356,150</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>11</b>	<b>11</b>

# EXECUTIVE - AFFIRMATIVE ACTION

## MISSION & SERVICES

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 drawn. The Office provides prompt, fair, and impartial processing of discrimination complaints 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. In compliance with federal law, workforce reports are prepared and submitted on a biennial basis to the Equal Employment Opportunity Commission (EEOC).

The chart below represents parity goals and workforce percentages the City utilizes to build and measure the diversity of its workforce. The information is based on established EEOC criteria and data collected from the U.S. Census Bureau, which is used to establish Cambridge's recruitment area, otherwise known as the Primary Metropolitan Statistical Area (PMSA). The PMSA includes cities and towns in the greater Boston area from which the City can normally expect to recruit a diverse pool of applicants.

	EEOC CATEGORY	RECRUITMENT AREA	FY15 CITY WORKFORCE	CAMBRIDGE RESIDENTS
1	Percent of People of Color	15.00%	35.00%	27.00%
2	Percent of Women	48.20%	43.00%	49.50%
3	Percent of People of Color employed as Officials & Administrators	9.60%	18.00%	19.60%
4	Percent of People of Color employed as Professionals	13.40%	25.00%	22.50%
5	Percent of People of Color employed as Technicians	17.30%	17.00%	27.00%
6	Percent of People of Color employed as Protective Service	27.00%	28.00%	27.00%
7	Percent of People of Color employed as Para-Professionals	13.70%	45.00%	27.00%
8	Percent of People of Color employed as Administrative Support	13.70%	31.00%	27.00%
9	Percent of People of Color employed as Skilled Craft	11.60%	26.06%	23.30%
10	Percent of People of Color employed as Service Maintenance	24.60%	47.00%	27.00%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$123,255	\$129,530	\$135,115
OTHER ORDINARY MAINTENANCE	\$0	\$500	\$1,450
TRAVEL & TRAINING	\$0	\$620	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$123,255</b>	<b>\$130,650</b>	<b>\$138,565</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# EXECUTIVE - EMPLOYEES' COMMITTEE ON DIVERSITY

## MISSION & SERVICES

The City of Cambridge Employees' Committee on Diversity (ECOD) is comprised of volunteer City employees. The Committee's goal is to enhance the value of individual and group differences and, through a variety of educational activities and social events, recognize and celebrate the diversity of the City's workforce.



Participants in the Diversity Committee's Women's History Month Trivia Contest

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Promote awareness and acceptance by recognizing differences and celebrating the cultural and ethnic diversity of City employees through a platform of educational events.
- 2. Provide outreach to employees through social media and the Committee's internal website.
-  3. Increase employee participation by diversifying programs to appeal to a wide range of City employees.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$7,640	\$8,000	\$14,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$7,640</b>	<b>\$8,000</b>	<b>\$14,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# EXECUTIVE - LEADERSHIP

## MISSION & SERVICES

As the Chief Executives of the City, the City Manager and Deputy City Manager strive to maintain the City’s strong fiscal position and provide high quality services to community members, while minimizing the impact on taxpayers. The City Manager’s Office provides support and leadership to all City departments, implements City Council legislation, and responds to inquiries and requests regarding City services and policies. The City Manager oversees the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks align with City Council goals.

In FY16, the Office will continue to develop a Community Benefits framework using mitigation funds to partner with nonprofits to better serve the community’s unmet needs. In addition, the City Manager chairs the Affordable Housing Trust Fund, which has leveraged millions of dollars in private and other public funding to create or preserve thousands of affordable housing units in Cambridge. The Deputy City Manager chairs the Community Preservation Act (CPA) process, which has allocated millions of dollars in state matching funds for affordable housing initiatives, historical preservation projects, and open space projects.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Work with the E-Gov Executive Committee on IT strategic planning to enhance and transform the delivery of City services.**
-  2. **Provide oversight for all capital construction and renovation projects, including elementary school design and renovations, roadway improvements, and municipal facility projects.**
-  3. **Support the Cambridge Public Schools and collaborate on the Early Education Task Force to address the educational needs and equity of services for children birth to age eight, among other early childhood issues.**
-  4. **Work with the Cambridge Redevelopment Authority to oversee the redevelopment of the Foundry building in accordance with the vision and objectives that resulted from an extensive community process.**
-  5. **Support efforts of the recently formed Citizens Committee on Civic Unity as well as the new Domestic and Gender-Based Violence Prevention Initiative. Facilitate increased coordination and communication of boards and commissions within the City.**
6. **Implement the Cambridge Leadership Initiative to further build cultural competency and enhance leadership capabilities throughout the workforce.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,544,895	\$1,389,350	\$1,389,100
OTHER ORDINARY MAINTENANCE	\$15,885	\$40,700	\$40,000
TRAVEL & TRAINING	\$30,160	\$37,810	\$38,250
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,590,940</b>	<b>\$1,467,860</b>	<b>\$1,467,350</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>8</b>	<b>8</b>

# EXECUTIVE - PUBLIC INFORMATION OFFICE

## MISSION & SERVICES

The Public Information Office (PIO) serves as the City’s liaison to the media, helps promote City programs and services, leads coordination of the City’s web and social media strategy, and works to improve community engagement. The PIO strives to identify new methods and avenues for conveying information to the public and for improving the public’s experience when interacting with City government. The PIO fosters cross-departmental collaboration and promotes the importance of constantly evaluating the effectiveness of the City’s public outreach efforts.

In addition to producing various citywide and internal publications aimed at educating target audiences about Cambridge’s government and community, the PIO works collaboratively with City departments to increase the types of information that are provided to the public. The PIO helps build internal staff capacity for creating high quality print and digital projects, and ensures that public information, regardless of medium, is accessible to persons with disabilities. The PIO, which oversees the Broadband Task Force, also works in partnership with ITD on the City’s Open Data Initiative, website redesign, and E-Gov process.



The latest edition of CityView

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Support the redesign of the City's website to improve user interface and user experience.
2. Pilot the use of new technology to communicate and engage with the community.
3. Assist the City's Open Data Initiative to increase the public's access to and engagement with City data.



4. Work with departments to ensure that information produced for the public is accessible to persons with disabilities.
5. Create citywide communications and digital media strategy.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$180,935	\$255,935	\$263,885
OTHER ORDINARY MAINTENANCE	\$53,540	\$50,750	\$52,500
TRAVEL & TRAINING	\$0	\$2,770	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$234,475</b>	<b>\$309,455</b>	<b>\$319,235</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>2</b>	<b>2</b>



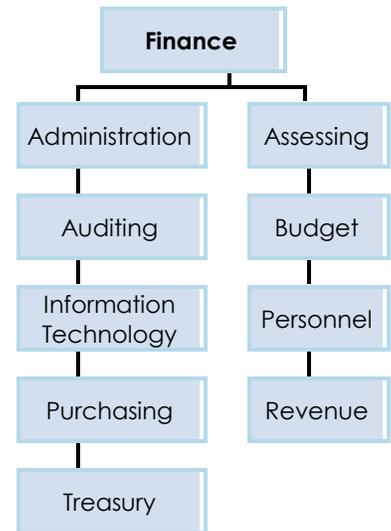
# FINANCE

## DEPARTMENT OVERVIEW

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for planning, implementation, oversight, integrity, and reporting of the City's operating and capital finances. The Finance Department maintains and advances the overall financial health of the City. It uses prudent financial planning and management to strike a balance between controlling spending and minimizing tax implications for residents with providing a robust level of services and an ambitious capital plan for the Cambridge community.

The Finance Department's success is best reflected by the City's current AAA bond rating and FY14 certified free cash balance of \$160.5 million, the largest free cash balance in the City's history. In addition, in FY15, 85% of taxpayers received a property tax bill that was lower, the same as, or slightly higher (less than \$250) than the previous year. Cambridge continues to have one of the lowest residential and commercial tax rates in the greater Boston area. At the same time, the City's excess tax levy capacity increased by approximately \$16.5 million (14%) to \$134 million in FY15. In FY16, the Department will continue to implement strategies to enhance the financial position and management of the City.

The Finance Department is comprised of eight divisions: Administration, Assessing, Budget, Information Technology, Personnel, Purchasing, Revenue, and Treasury. The Auditing Division also appears under the Finance umbrella, although the Auditor is appointed by the City Council. The mission, services, and major goals of each division are listed on the following pages.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$556,300	\$558,950	\$558,950
INTERGOVERNMENTAL REVENUE	\$780,200	\$602,020	\$602,020
MISCELLANEOUS REVENUE	\$655,690	\$500,000	\$500,000
TAXES	\$14,746,870	\$15,932,695	\$14,363,635
<b>TOTAL BUDGETED REVENUE</b>	<b>\$16,739,060</b>	<b>\$17,593,665</b>	<b>\$16,024,605</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$9,473,405	\$10,292,055	\$11,506,655
OTHER ORDINARY MAINTENANCE	\$2,761,405	\$3,337,255	\$4,173,425
TRAVEL & TRAINING	\$182,545	\$265,835	\$281,725
EXTRAORDINARY EXPENDITURES	\$60,000	\$61,000	\$62,800
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$12,477,355</b>	<b>\$13,956,145</b>	<b>\$16,024,605</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>83</b>	<b>85</b>	<b>87</b>

# FINANCE - ADMINISTRATION

## MISSION & SERVICES

The Administration Division provides leadership to the Department's operating divisions and financial policy direction to the City Manager, Deputy City Manager, and other City departments, coordinating the development and review of the City's investment, debt service, and reserve policies. The Division strives to ensure that the City continues to earn a AAA Bond rating – the highest possible rating and one that Cambridge has maintained for over 16 years from all three rating agencies.



City Scholarship Program award recipients

The Administration Division continues to work on the City's Five-Year Capital Plan, including the bond schedule, to meet the needs of the City while maintaining the smallest impact on property tax bills. The Division oversees the production of financial documents, including the annual budget, Comprehensive Annual Financial Report, rating agency presentation, tax rate letter, water/sewer rate letter, CPA recommendations, and tax newsletters. The Administration Division also manages the City's Scholarship Program, which provides financial assistance to Cambridge residents who wish to pursue post-secondary education. In addition, the independent audit of the City's financial records is budgeted within the Administration Division. This audit is performed in accordance with GAAP and GASB requirements, and assures potential purchasers of City notes and bonds of the City's fiscal soundness.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Manage the initiative around performing several City internal financial transactions electronically and allow more departments to accept debit and credit cards.
- 2. Continue to play a leading role on the E-Gov Executive Committee tasked with implementing the long-term strategic plan around technology and innovation.
-  3. Manage the City Scholarship Program and ensure timely payments of scholarship awards. Host awards ceremony and reception to recognize each scholarship recipient.
-  5. Manage the Debt Stabilization Fund to minimize the impact on property tax bills as it relates to debt service.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$336,860	\$347,365	\$322,605
OTHER ORDINARY MAINTENANCE	\$300,255	\$318,045	\$338,000
TRAVEL & TRAINING	\$2,420	\$4,000	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$639,535</b>	<b>\$669,410</b>	<b>\$665,105</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# FINANCE - ASSESSING

## MISSION & SERVICES

The Board of Assessors determines the value of all taxable property, both personal and real, in the City; it does not impose property taxes. The methodology for determining assessed value is outlined in the Uniform Standards of Professional Appraisal Practice. The state requires that assessors review and update the Computer Assisted Mass Appraisal System on an annual basis for the appraisal of real estate and personal property meeting statistical standards. This means that assessed values may go up or down in any given year based upon market activity. Once the annual budget is established by vote of the City Council, the Board of Assessors establishes the tax rate after conducting a public tax classification hearing. The Board of Assessors submits the necessary documentation along with the tax recapitulation summary for MA Department of Revenue approval to issue tax bills. The assessment books maintained by the Board of Assessors are available for public inspection in person at City Hall or online at [www.cambridgema.gov/assess](http://www.cambridgema.gov/assess).



Cambridge City Hall

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Ensure the accuracy of real property valuation through routine re-inspection of all houses on a six-year cycle and 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.**
2. **Collect market data for annual revaluation of property. The FY16 residential property values are based on 2014 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 obtained from commercial property owners and analyzed to develop income approach to value.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Commercial buildings inspected	228	200	200
1	Tax exempt properties inspected	150	150	200
1	1, 2 & 3 family house inspections	1,694	1,500	1,500
2	Deeds processed	2,500	2,200	2,200

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,682,930	\$1,665,580	\$1,736,180
OTHER ORDINARY MAINTENANCE	\$390,155	\$522,900	\$534,265
TRAVEL & TRAINING	\$12,760	\$14,400	\$14,400
EXTRAORDINARY EXPENDITURES	\$0	\$1,000	\$2,800
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,085,845</b>	<b>\$2,203,880</b>	<b>\$2,287,645</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>15</b>	<b>14</b>	<b>13</b>

# FINANCE - AUDITING

## MISSION & SERVICES

The City's Auditing Division promotes honest, effective, and fully accountable City government. It strives to provide independent, timely oversight of the City's finances and operations and ensures that City programs are executed legally, efficiently, and effectively. The Division functions as a safeguard against potential fraud or misuse of City resources. It provides financial and other information to the City Council, City Manager, City departments, the investment community, federal and state levels of government, and to the citizens of Cambridge. The Division also provides assistance to the City Council in its review of the proposed City budget. In FY16, the Auditing Division will continue to promote and expand the use of electronic processing of accounts payable payments. By utilizing electronic files that are directly loaded into the payable system, the Division is reducing its paper usage and creating a quick and efficient method for electronically tracking information.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded. Continue to post 90% of submitted transactions in one day.
- \$** 2. Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment.
- \$** 3. Prepare year-end financial reports in accordance with GAAP within six months (180 days) after the end of the fiscal year.
- \$** 4. Expand electronic submission of accounts payable payments.
- \$** 5. Continue to scan documents into a shared drive for financial system users in order to streamline payments to routine vendors.
- \$** 6. Explore creating a paperless voucher system in PeopleSoft with ITD through the E-Gov process.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of accounting adjustments	1,409	1,200	1,200
1	Percent posted within one day	90%	90%	90%
1	City and School purchase orders processed	19,691	18,200	18,500
2	Number of invoices processed	47,617	51,500	52,000
2	Percent posted within one day	90%	90%	90%
4	Percent of accounts payable payments submitted electronically	n/a	40%	65%

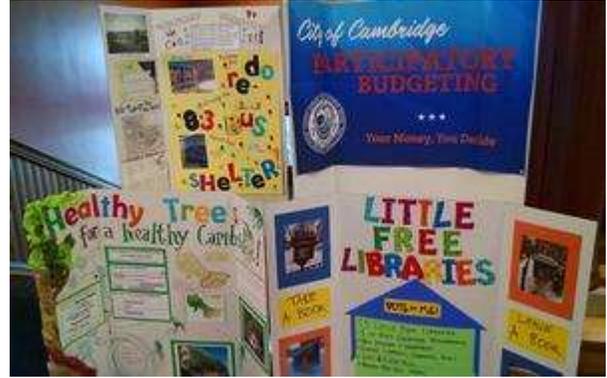
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$913,435	\$968,770	\$954,240
OTHER ORDINARY MAINTENANCE	\$3,515	\$5,390	\$5,900
TRAVEL & TRAINING	\$1,975	\$2,125	\$2,125
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$918,925</b>	<b>\$976,285</b>	<b>\$962,265</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# FINANCE - BUDGET

## MISSION & SERVICES

The primary function of the Budget Office is to prepare and monitor the annual Operating and Capital budgets that address the City Council’s goals, reflect citizens’ priorities, and comply with all federal, state, local, and Government Finance Officers Association (GFOA) requirements. The Budget Office assists departments, the City Council, residents, and other stakeholders with research, analysis, and support around budget procedures and other fiscal matters.



Participatory Budgeting project displays

In FY15, the Budget Office incorporated budget information for fiscal years 2011-2015 into the City's online Open Data portal to increase transparency and accessibility. The Budget Office also redesigned the budget book to make it a more user-friendly document. In addition, the Budget Office organized Cambridge's first Participatory Budgeting (PB) process in which residents directly decided how to spend \$500,000 of the City's FY16 Capital budget. Winning projects include: 100 new trees in low-canopy areas, 20 laptops for the Community Learning Center, bilingual books for children learning English, a 24-hour access public toilet in Central Square, eight bike repair stations, and free public Wi-Fi in six outdoor locations. Please see the Public Investment section for more details on the winning projects. In FY16, the Budget Office will monitor implementation of these projects, conduct an evaluation of the pilot PB process, and conduct a second PB campaign, shifting the timeline so that the planning process begins in May and voting wraps up by mid-December.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Develop a performance-based budget with quantifiable performance measures and concise statements of services.
- \$** 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; and research operational issues for resolution or improvement.
- 3. Evaluate the City's pilot Participatory Budgeting process, monitor implementation of PB projects that won FY16 funding, and launch a second PB process with FY17 capital funds.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$423,960	\$518,345	\$501,315
OTHER ORDINARY MAINTENANCE	\$30,980	\$81,500	\$85,500
TRAVEL & TRAINING	\$2,855	\$3,760	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$457,795</b>	<b>\$603,605</b>	<b>\$591,915</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>4</b>

# FINANCE - INFORMATION TECHNOLOGY DIVISION

## MISSION & SERVICES

The Information Technology Division (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 managing, developing, implementing, and maintaining all technology for the City. ITD also manages over \$7.2 million in FY15 and FY16 capital funds, which includes launching the City's Open Data Portal, redesigning the City's website, implementing online permitting for Public Works, increasing capacity of City Wi-Fi service, creating story maps to highlight progress on City projects, and undertaking major infrastructure projects to implement email in the cloud and to upgrade the City firewall.



The City's Open Data portal

In FY16, ITD will continue to implement its realignment strategy launched in June 2014. The collaborative spirit borne out of the implementation of the governance process as well as the realignment of ITD's mission and organizational structure has invigorated a citywide IT cultural renaissance and positioned ITD to efficiently respond to future demands for service. Moving forward, ITD will focus on strengthening its leadership role in the City and fostering professional development to ensure that the skill sets of all IT professionals evolve and adapt to changes in technologies. ITD is committed to providing excellent customer service to City departments and the general public.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Run the organization: IT resources consumed and focused on the continuing operation of City business, such as telecommunications, servers, and storage.**
2. **Grow/Enhance the organization: IT resources consumed and focused on developing and enhancing IT systems in support of City business growth or improvement, such as automating manual processes or leveraging existing software for new uses.**
-  3. **Transform the organization: IT resources consumed and focused on implementing technology systems that enable the City to enact new business models, such as citizen self-service applications, collaboration, and social media.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,779,510	\$3,258,240	\$4,134,145
OTHER ORDINARY MAINTENANCE	\$1,291,360	\$1,463,090	\$2,244,405
TRAVEL & TRAINING	\$40,770	\$77,000	\$78,000
EXTRAORDINARY EXPENDITURES	\$60,000	\$60,000	\$60,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,171,640</b>	<b>\$4,858,330</b>	<b>\$6,516,550</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>22</b>	<b>24</b>	<b>27</b>

# FINANCE - PERSONNEL

## MISSION & SERVICES

The Personnel Department helps ensure that the City has a competent and diverse workforce that can work well to meet the City's business goals. Personnel staff serve the public and City employees by performing outreach and recruitment, providing information about City employment opportunities, ensuring that fair labor practices are followed, and fostering good relations among employees to create an environment where employees can work productively, grow professionally, and feel satisfied with their work. The Department is in the process of adding an online applicant tracking system and exploring electronic time and attendance systems to reduce paper and increase efficiency.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Maintain consistent employment processes to ensure open, accessible, and responsive applicant intake systems, using a variety of outreach methods.**
-  2. **Assist the City Manager, Affirmative Action Director, and departments in meeting the goal of building a City workforce that is representative of the city's diversity.**
3. **Provide learning and professional development opportunities to all employees through internal and external training activities and through the tuition reimbursement program.**
4. **Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines and promotes labor stability in the city.**
5. **Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees; monitor and analyze OPEB liabilities by reviewing actuarial assumptions and making changes as necessary.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Total job postings	143	125	125
3	Number of courses, consultations, facilitations, training sessions, and workshops offered	245	250	250
4	City collective bargaining agreements settled for the fiscal year	10	10	10
5	Provide or participate in providing wellness training events and activities (number of events/activities)	12	12	12

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,152,200	\$1,235,475	\$1,511,035
OTHER ORDINARY MAINTENANCE	\$442,060	\$606,250	\$606,250
TRAVEL & TRAINING	\$117,625	\$159,500	\$169,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,711,885</b>	<b>\$2,001,225</b>	<b>\$2,286,785</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>13</b>	<b>13</b>

# FINANCE - PURCHASING

## MISSION & SERVICES

The Purchasing Department 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. Purchasing encourages all City departments to purchase locally and to purchase environmentally preferable products. The Purchasing Department assists in the acquisition and disposition of City-owned real property and is the department that disposes of surplus property. Several employees within the Department are certified by the Massachusetts Inspector General's Office as Massachusetts Certified Public Procurement Officials.

In FY16, the Purchasing Department will implement online requisitions through a City-wide systems upgrade and will be working with City departments to investigate methods for procuring alternative energies. The Department will also be actively involved in the procurement process relating to the demolition and construction of the King Open/Cambridge Street Upper School community facility.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Procure materials, supplies, equipment, services, and labor in accordance with state laws and City ordinances at the lowest possible cost without sacrificing quality.
-  2. Begin the implementation of online requisitions to streamline City-wide purchasing and to reduce the need and use of paper.
-  3. Encourage local businesses as well as minority, women, and veteran-owned businesses to do business with the City.
-  4. Collaborate with City departments to research and investigate various methods to procure alternative energies.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Invitations for bids	86	90	100
1	Construction bids	41	50	60
1	Request for proposals (RFPs)	11	8	7
1	Purchase orders issued	12,309	12,900	12,300
1	Designer selection requests for qualifications (RFQs)	2	8	7
1	Number of contracts executed	499	500	450
2	Percent of City departments using online requisitions	n/a	n/a	25%
2	Number of purchase orders approved through online requisitions	n/a	n/a	3,000

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$733,010	\$766,330	\$804,285
OTHER ORDINARY MAINTENANCE	\$19,245	\$18,080	\$22,305
TRAVEL & TRAINING	\$435	\$950	\$3,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$752,690</b>	<b>\$785,360</b>	<b>\$830,190</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# FINANCE - REVENUE

## MISSION & SERVICES

The Revenue Division's mission is to collect and report daily receipts in an efficient and timely manner while providing a high level of customer service to both internal and external customers. The Revenue Division accurately records the daily receipts from several revenue sources, including Electronics Funds Transfers, lock box receipt transmissions, credit card processor uploads, and the cashier's window. The Revenue Division is also responsible for annually issuing approximately 185,000 bills and notices. The Division strives to streamline the revenue reporting process to eliminate duplicate efforts and paper transactions.



Cashier's window at City Hall

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Maintain a high collection rate for all tax and water/sewer bills.
- \$** 2. Continue to offer customers multiple options for paying property taxes, motor vehicle excise taxes, and utility bills, including lockbox, cashier, and online payments.
- \$** 3. Offer an electronic billing option for customers initially for water and sewer bills through Invoice Cloud, an online payment vendor. Roll out electronic billing for property tax bills based upon City Council approval.
- \$** 4. Continue to work with City departments in the development of online payment options for customers that are financially feasible using the City's convenience fee model.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Percent of current year real estate levy collected	99%	99%	99%
1	Percent of current year personal property levy collected	98%	99%	99%
1	Percent of current year motor vehicle excise tax collected	84%	90%	90%
1	Percent of current year water/sewer bills collected	91%	95%	96%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$926,510	\$984,900	\$994,155
OTHER ORDINARY MAINTENANCE	\$160,455	\$164,300	\$170,800
TRAVEL & TRAINING	\$1,885	\$2,600	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,088,850</b>	<b>\$1,151,800</b>	<b>\$1,167,955</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# FINANCE - TREASURY

## MISSION & SERVICES

The Treasury Division manages the City's largest asset – cash and investments – in the most efficient and economic manner. The Treasury analyzes the City's cash flow needs regularly to maintain a reasonably safe level of short-term investments in a number of local banks while still providing liquidity to ensure timely distribution of all debt service, vendor, and payroll obligations. All investments are reviewed quarterly by the Investment Committee.



Cambridge City Hall

The Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of City trust funds, reconciliation of all cash, timely payment of debt service obligations, and prompt payment of vendors and contractors. Payroll is responsible for processing the payroll for approximately 5,000 employees as well as for paying federal, state, and Medicare withholdings; health and life insurance; and deferred compensation and retirement. Both Cash Management and Payroll have made strides to promote the timeliness and efficiency of electronic funds payments (EFT) in their operations.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Increase the number of vendors paid through EFT, rather than with a physical check, and monitor its effectiveness.
- \$** 2. Streamline cash receipts processing by implementing remote electronic deposit of checks and increasing credit card payments.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Percent of paper checks issued	75%	74%	73%
1	Percent of EFT payments issued	25%	26%	27%
2	Number of locations processing remote electronic deposits	13	16	17
2	Number of locations accepting credit card payments	6	7	9
2	Number of locations accepting online credit card payments	5	6	7

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$524,990	\$547,050	\$548,695
OTHER ORDINARY MAINTENANCE	\$123,380	\$157,700	\$166,000
TRAVEL & TRAINING	\$1,820	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$650,190</b>	<b>\$706,250</b>	<b>\$716,195</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# GENERAL SERVICES

## DEPARTMENT 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, while the printing and mailing budgets are managed by the Purchasing Department.

The Mailing Division is responsible for preparation and processing of outgoing mail and incoming mail to City Hall and ensuring that items are processed in accordance with postal regulations.

The Printing Division provides basic graphic design services, letterhead, business cards, binding, creation of covers, collating, copying, printing, punching, folding, cutting, and other services.

The telephone budget includes funds for telephone operating costs for all City departments. Six City departments reimburse this budget for actual telephone usage. The City continues to implement the Voice over Internet Protocol (VoIP) system, which allows departments to have the latest technology available and meet demands for enhancements in the future.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
FINES & FORFEITS	\$4,000	\$4,000	\$4,000
INTERGOVERNMENTAL REVENUE	\$94,825	\$94,825	\$94,825
TAXES	\$633,870	\$605,900	\$584,215
<b>TOTAL BUDGETED REVENUE</b>	<b>\$732,695</b>	<b>\$704,725</b>	<b>\$683,040</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$225,640	\$249,070	\$233,605
OTHER ORDINARY MAINTENANCE	\$391,470	\$411,435	\$449,435
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$617,110</b>	<b>\$660,505</b>	<b>\$683,040</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# LAW

## DEPARTMENT OVERVIEW

The Law Department is charged with the prosecution and defense of all lawsuits in which the City is a party in state and federal courts and in administrative agencies. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to handling litigation, the Department's attorneys furnish legal opinions on matters referred to them by the City Manager, Mayor, City Council, School Committee, and department heads, and provide daily advice to department heads and other City staff relating to planning, zoning, construction, development, contracts, and a wide range of other issues. Attorneys frequently attend meetings of the City Council and its sub-committees and other boards and commissions of the City. The Department employs eight attorneys, an office manager, and two administrative assistants.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
FINES & FORFEITS	\$97,500	\$97,500	\$97,500
INTERGOVERNMENTAL REVENUE	\$50,000	\$50,000	\$50,000
LICENSES & PERMITS	\$2,500	\$2,500	\$2,500
TAXES	\$2,013,240	\$2,026,975	\$2,024,415
<b>TOTAL BUDGETED REVENUE</b>	<b>\$2,163,240</b>	<b>\$2,176,975</b>	<b>\$2,174,415</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,460,660	\$1,488,315	\$1,516,870
OTHER ORDINARY MAINTENANCE	\$407,620	\$443,300	\$443,300
TRAVEL & TRAINING	\$61,950	\$212,245	\$214,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,930,230</b>	<b>\$2,143,860</b>	<b>\$2,174,415</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# LAW - LEGAL COUNSEL & DAMAGES

## MISSION & SERVICES

In addition to handling almost all of the City’s litigation, the Law Department’s attorneys draft, review, and approve a wide range of legal instruments required for the orderly accomplishment of the City’s business. The Department’s attorneys are responsible for providing legal representation and advice to the City and its officials in numerous areas of law, including zoning, environmental, employment, civil rights, contract, tax, and real estate law and torts involving personal injury and property damage claims. Individual members of the legal staff have developed areas of expertise in response to the increasingly complex legal considerations associated with municipal issues.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Manage litigation and other legal functions in-house to the maximum extent possible.
- 2. Serve as a resource for other departments by providing training on issues relating to civil rights, ethics, conflicts of interest, public records, the open meeting law, compliance with financial disclosure laws, and zoning laws.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of claims filed against City	161	217*	n/a
1	Number of written opinions and City Council Order responses issued	25	27*	n/a
1	Number of lawsuits filed against City	43	27*	n/a
2	Training sessions conducted	3	3	3
2	Employees and members of boards and commissions in attendance	59	34	35

\*FY15 projected figures are FY15 actuals as of April 6, 2015.

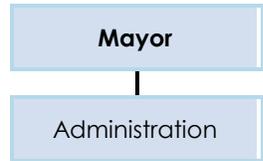
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,460,660	\$1,488,315	\$1,516,870
OTHER ORDINARY MAINTENANCE	\$407,620	\$443,300	\$443,300
TRAVEL & TRAINING	\$61,950	\$212,245	\$214,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,930,230</b>	<b>\$2,143,860</b>	<b>\$2,174,415</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# MAYOR

## DEPARTMENT OVERVIEW

The Mayor fulfills political, ceremonial, and community leadership functions on behalf of the City while serving as the Chairperson for both the City Council and the School Committee. Focused primarily on assisting residents, the Mayor’s Office responds directly to members of the public seeking information or seeking to address concerns regarding municipal government and services. The Mayor’s Office implements a variety of citywide events and celebrations, conducts public policy research, drafts policy priorities, and serves as the City liaison between federal and state agencies, as well as community groups and citizens. The Mayor also serves as the City’s official receiver for visiting dignitaries.



**Administration:** The Mayor works in coordination with the City Council and the School Committee for training, professional development, and special events. The Mayor, Vice-Mayor, and the City Councilors work together to serve various interests within the City. It is a goal of the Mayor’s Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

**Ceremonial Functions:** The Mayor represents the City at ceremonial functions and hosts a variety of ceremonial and public events celebrating the diversity and rich heritage of Cambridge. The two largest events are for Cambridge seniors – one in conjunction with Harvard University in the summer and the other in conjunction with MIT in the spring.

**Community Leadership:** The Mayor promotes unity and forges new partnerships throughout the city. The Mayor may occasionally appoint special commissions or task forces to examine issues of concern to the citizenry. The Community Leadership Fund is used for printing, mailing, and other organizational or public information expenses. Additionally, this section includes funding for the Sister Cities Program, which maintains relationships and fosters exchanges between the City and several cities around the world.

**Governmental Relations:** The Mayor hosts numerous visiting dignitaries and officials interested in forging or growing partnerships with the Mayor’s Office and the City. The Mayor participates in various conferences, municipal policy boards, and educational boards to ensure active engagement in and awareness of current issues and trends facing municipalities.

## DEPARTMENT FINANCIAL OVERVIEW

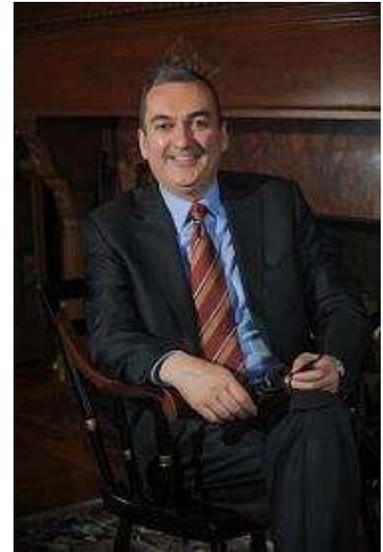
FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$32,000	\$32,000	\$32,000
TAXES	\$526,785	\$557,680	\$554,635
<b>TOTAL BUDGETED REVENUE</b>	<b>\$558,785</b>	<b>\$589,680</b>	<b>\$586,635</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$388,650	\$448,785	\$446,005
OTHER ORDINARY MAINTENANCE	\$110,555	\$111,130	\$111,130
TRAVEL & TRAINING	\$28,015	\$29,500	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$527,220</b>	<b>\$589,415</b>	<b>\$586,635</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# MAYOR - ADMINISTRATION

## MISSION & SERVICES

The Mayor's FY16 goals are as follows:

- Cambridge Public School Mini-Grants:** The Mayor's Office will continue awarding mini-grants to support teachers, students, nonprofits, and entrepreneurial efforts that promote the physical and academic wellbeing of students.
- Community Engagement:** The Mayor's Office will work to unify the interests of the City and its residents by facilitating long-term, sustainable relationships between City agencies and community-based organizations to improve the quality of life and level of positive interaction between the community and City government.
- Enhance Cooperation with City Schools, Businesses, and Universities:** The Mayor's Office will work to achieve a more collaborative and comprehensive relationship between the City, Cambridge Public Schools, businesses, and the nonprofit community as well as Harvard, MIT, and Lesley Universities.
- Raising Academic Achievement:** In collaboration with the Superintendent's Office, the Mayor's Office will support efforts to close the achievement gap, increase parental involvement and community engagement, improve early childhood education, promote the social and emotional wellbeing of students, and ensure that special education needs are being met.
- Enhance Collaboration among Nonprofit Organizations:** The Mayor's Office will continue its initiative to bring together nonprofit organizations throughout the city to coordinate the variety of interests represented by each unique group and foster partnerships that are mutually beneficial to their missions.
- Support Locally Owned Businesses:** The Mayor's Office will continue to work with local businesses, business organizations, and their leaders to strengthen and expand the movement toward shopping local, independent retailers.
- Support the GLBT Commission:** The Office of the Mayor will support the work of the GLBT Commission to promote a safer and more inclusive community. The Mayor's Office, along with the City Administration and the GLBT Commission, will mark the 25th Annual PRIDE Brunch at City Hall this year and will continue Cambridge's deep tradition of advocating for equal rights.



Mayor David P. Maher

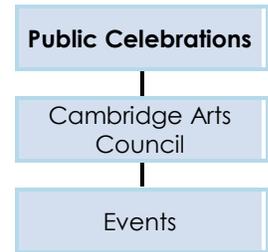
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$388,650	\$448,785	\$446,005
OTHER ORDINARY MAINTENANCE	\$110,555	\$111,130	\$111,130
TRAVEL & TRAINING	\$28,015	\$29,500	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$527,220</b>	<b>\$589,415</b>	<b>\$586,635</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# PUBLIC CELEBRATIONS

## DEPARTMENT OVERVIEW

The Public Celebrations budget includes allocations for the Cambridge Arts Council, the Multicultural Arts Center, community events, holiday celebrations, and the biennial City Council Inaugural.



The Cambridge Arts Council (CAC) is a City agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists, residents, and visitors. Established in 1974, CAC is one of the oldest and most dynamic arts agencies in the country. The Arts Council operates with funding from local government, private foundations, corporate sponsors, and individual donors and delivers on its mission by fulfilling three primary roles:

1. *Connector*: linking people and resources from across the artistic spectrum to spark innovative collaboration;
2. *Presenter*: hosting exhibitions and educational programming in Gallery 344 and producing high-profile events such as the Cambridge River Festival, which attracts more than 250,000 audience members and visitors each year; and
3. *Funder*: awarding dozens of financial grants annually through the Cambridge Arts Grant Program in support of high-quality, community-based art projects.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$27,300	\$28,900	\$22,500
LICENSES & PERMITS	\$8,325	\$10,800	\$10,800
TAXES	\$858,845	\$841,235	\$872,600
<b>TOTAL BUDGETED REVENUE</b>	<b>\$894,470</b>	<b>\$880,935</b>	<b>\$905,900</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$491,710	\$495,870	\$504,295
OTHER ORDINARY MAINTENANCE	\$387,870	\$392,045	\$400,280
TRAVEL & TRAINING	\$630	\$1,125	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$880,210</b>	<b>\$889,040</b>	<b>\$905,900</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>4</b>

# PUBLIC CELEBRATIONS - CAMBRIDGE ARTS COUNCIL

## MISSION & SERVICES

The Cambridge Arts Council continues to expand the work of the Cambridge Arts Marketing Network (CAMN), a network of Cambridge-based arts and cultural professionals that meet quarterly to discuss issues, trends, and best practices to increase impact and overall effectiveness. This work prompts the development of creative initiatives that foster opportunities for cross-promotion, collaboration, audience development, and positive engagement with the creative economy in the city. This work led to the development of the *Cambridge Arts Challenge*, a dynamic audience engagement initiative that connects the local corporate community with our vibrant non-profit arts sector to encourage patronage for the arts. Initial corporate engagement was with the high-tech sector and will expand to other sectors as a biannual event. All CAMN efforts serve to brand Cambridge as a destination for the arts, to celebrate our local talent and organizations, and to position the Arts Council as a primary resource for high-quality, diverse arts events, information, and experiences.



## FY16 OBJECTIVES & PERFORMANCE MEASURES

1.  Promote arts in city neighborhoods by supporting artists, art events, and arts organizations through a Grant Program funded by the City and the Massachusetts Cultural Council.
2.  Build community through art reflective of the city's diverse population while fostering participation of local artists, arts organizations, neighborhood groups, and businesses.
3.  Commission and conserve public art that enhances the city's built environment and residents' quality of life, and makes the city an interesting and attractive destination for visitors.
4.  Expand public involvement in and understanding of public art through a comprehensive education and outreach program.
5.  Continue to promote the arts in Cambridge through accessible exhibits in Gallery 344.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of grant awards	34	36	35
2	Estimated audience at events	190,005	185,000	190,000
2	Number of artists presented	402	400	400
2	Number of artists participating Cambridge Open Studios	130	200	150
3	Artworks in the City collection	198	208	208
3	Number of artworks receiving consistent maintenance	130	150	150
5	Number of participants attending gallery-related exhibitions and events	5,200	5,500	6,000

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$491,710	\$495,870	\$504,295
OTHER ORDINARY MAINTENANCE	\$70,180	\$81,480	\$71,650
TRAVEL & TRAINING	\$630	\$1,125	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$562,520</b>	<b>\$578,475</b>	<b>\$577,270</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>4</b>

# PUBLIC CELEBRATIONS - EVENTS

## MISSION & SERVICES

In addition to funding for the CAC, the Public Celebrations budget includes allocations for the Multicultural Arts Center (\$200,000), Community Events (\$60,000), Holiday Celebrations (\$50,750), and the City Council Inaugural (\$17,880).

Founded in 1978, the Multicultural Arts Center's mission is to present multicultural visual and performing arts programs to educate the community about diversity, and make the Center's facility available to artists or groups that might not otherwise have access to a professionally equipped facility or the cultural mainstream.



Revelers at the City's annual Dance Party

The Community Events allocation in the Public Celebrations budget supports cultural, art, literary, and educational events in Cambridge.

The Holiday Celebrations allocation supports Halloween activities in public schools, the City's Independence Celebration, Danehy Park Family Day, and the annual Dance Party.

The City Council Inaugural allocation covers activities related to the biennial inauguration of the City Council.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$317,690	\$310,565	\$328,630
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$317,690</b>	<b>\$310,565</b>	<b>\$328,630</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# RESERVE

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## DEPARTMENT OVERVIEW

State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY16, the City has allocated \$37,500 for this purpose. Funds are transferred from the Reserve account to department cost centers.

### Reserve Transfers:

- FY2015: World Cup gatherings at University Park on July 12 and 13, 2014: \$10,000; Net Zero Taskforce contract: \$22,000
- FY2014: BIO International Life Sciences Conference: \$13,000
- FY2013: *21 Days of Questions, 365 Days of Action* Domestic Violence Campaign: \$14,400
- FY2012: Veterans' Benefits: \$25,000
- FY2011: City Sprouts contract: \$5,000

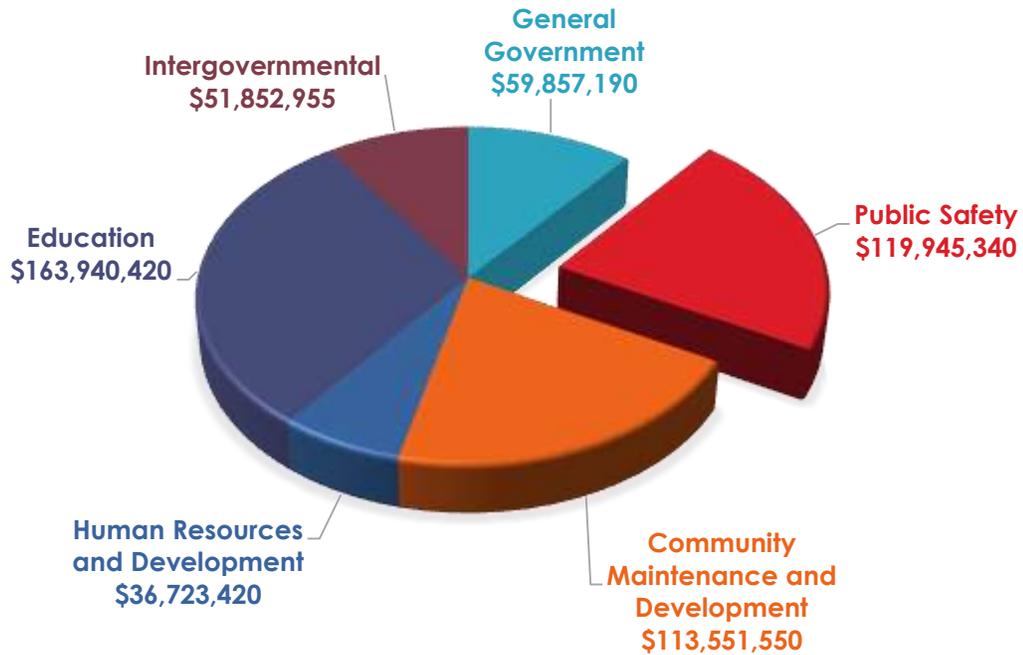
## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
TAXES	\$37,500	\$37,500	\$37,500
<b>TOTAL BUDGETED REVENUE</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$37,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$37,500</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# PUBLIC SAFETY

## FY16 OPERATING BUDGET – EXPENDITURES BY FUNCTION: \$545,870,875



### PUBLIC SAFETY

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 PROPOSED
CHARGES FOR SERVICES	\$10,279,020	\$9,517,815	\$9,258,565
FINES & FORFEITS	\$9,237,675	\$8,908,930	\$8,011,935
INTERGOVERNMENTAL REVENUE	\$1,136,395	\$1,136,395	\$1,136,395
LICENSES & PERMITS	\$23,508,690	\$21,040,630	\$12,350,350
MISCELLANEOUS REVENUE	\$261,835	\$213,000	\$211,000
TAXES	\$86,494,735	\$87,967,060	\$88,977,095
<b>TOTAL BUDGETED REVENUE</b>	<b>\$130,918,350</b>	<b>\$128,783,830</b>	<b>\$119,945,340</b>
PROGRAM EXPENDITURES			
ANIMAL COMMISSION	\$311,445	\$325,675	\$331,365
ELECTRICAL	\$2,614,345	\$2,486,770	\$2,594,885
EMERGENCY COMMUNICATIONS	\$4,326,795	\$4,726,355	\$5,077,255
FIRE	\$43,791,750	\$44,592,510	\$44,990,895
INSPECTIONAL SERVICES	\$3,130,690	\$3,335,935	\$3,414,450
LICENSE COMMISSION	\$966,935	\$1,075,140	\$1,183,145
POLICE	\$47,771,155	\$49,438,475	\$50,646,165
POLICE REVIEW & ADVISORY BOARD	\$75,600	\$76,010	\$77,435
TRAFFIC, PARKING & TRANSPORTATION	\$10,698,010	\$11,086,095	\$11,483,870
WEIGHTS & MEASURES	\$139,910	\$144,375	\$145,875
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$113,826,635</b>	<b>\$117,287,340</b>	<b>\$119,945,340</b>

# ANIMAL COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Animal Commission consists of three full-time Animal Control Officers. The Commission's mission is to provide responsive and efficient animal control services; protect the health, safety, and welfare of animals and people in Cambridge; and to promote responsible pet ownership through education and enforcement.



The Animal Commission coordinates closely with the Animal Control Officers Association of Massachusetts, the Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA), and the Animal Rescue League in order to help change legislation to better protect animals in Cambridge and across the Commonwealth.

In addition, the Animal Commission recently made applications for dog licenses available on its website and plans to offer credit card, debit card, and online payment options to customers in FY16.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$10,205	\$10,600	\$10,200
FINES & FORFEITS	\$1,795	\$1,400	\$1,400
LICENSES & PERMITS	\$24,035	\$23,000	\$23,000
MISCELLANEOUS REVENUE	\$850	\$500	\$500
TAXES	\$274,600	\$288,435	\$296,265
<b>TOTAL BUDGETED REVENUE</b>	<b>\$311,485</b>	<b>\$323,935</b>	<b>\$331,365</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$296,820	\$307,220	\$312,910
OTHER ORDINARY MAINTENANCE	\$14,475	\$18,305	\$18,305
TRAVEL & TRAINING	\$150	\$150	\$150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$311,445</b>	<b>\$325,675</b>	<b>\$331,365</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# ANIMAL COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Animal Commission fulfills its mission by enforcing City and state animal control regulations, disseminating information about low- or no-cost spay/neuter programs, rescuing injured or sick domestic pets and wildlife, and responding to animal-related nuisance calls. The Commission licenses all dogs in Cambridge, manages the City’s pet adoption program, runs low-cost rabies vaccination clinics for dogs, and monitors dog parks and off-leash areas to ensure that dog owners act responsibly.

The Commission also manages the Helen K. Holland Trust Fund, which has provided emergency medical treatment to many stray animals in Cambridge, including Ajax, pictured to the right with new owner Harry.



Harry and three-legged Ajax

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Facilitate access for low-income families in Cambridge to no-cost spay/neuter services offered by the Massachusetts Animal Fund Spay/Neuter Voucher Program.**
-  2. **Enforce the provisions of the Animal Control Ordinance.**
-  3. **Administer rabies vaccinations for Cambridge cats and dogs.**
-  4. **Continue to transport sick, injured, or surrendered animals to the MSPCA for rescue or humane euthanasia.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of vouchers provided for no-cost spay/neuter services	n/a	50	60
2	Number of dog licenses issued	2,973	3,215	3,300
2	Number of dogs picked up as strays or impounded	66	55	50
2	Number of dogs returned to owner	47	46	47
2	Number of dogs and cats adopted	34	36	36
3	Number of animals vaccinated	130	130	140
4	Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, coyotes, turkeys, and exotic pets) transported	113	125	125

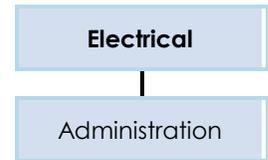
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$296,820	\$307,220	\$312,910
OTHER ORDINARY MAINTENANCE	\$14,475	\$18,305	\$18,305
TRAVEL & TRAINING	\$150	\$150	\$150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$311,445</b>	<b>\$325,675</b>	<b>\$331,365</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# ELECTRICAL

## DEPARTMENT OVERVIEW

The Electrical Department oversees street lighting and the City fire alarm system, which allows fire reporting directly from the public and from those buildings where automated fire alarm systems signal directly to the Fire Department. The Electrical Department also provides electrical maintenance and construction services to all municipal buildings and provides lighting in all parks and outdoor recreation areas.



In addition, the Department is charged with the installation and repair of communication systems such as departmental telephones, public emergency call boxes, pagers, fiber optic cable networks for data transmission between buildings, and cabling for local area networks within City buildings. The Department also oversees the installation of cables, conduits, and equipment by utilities and other contractors over and within the public ways.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$871,980	\$770,000	\$490,000
INTERGOVERNMENTAL REVENUE	\$207,865	\$207,865	\$207,865
LICENSES & PERMITS	\$22,935	\$22,935	\$22,935
MISCELLANEOUS REVENUE	\$7,825	\$12,000	\$10,000
TAXES	\$2,110,110	\$2,037,080	\$1,864,085
<b>TOTAL BUDGETED REVENUE</b>	<b>\$3,220,715</b>	<b>\$3,049,880</b>	<b>\$2,594,885</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,452,535	\$1,439,370	\$1,533,255
OTHER ORDINARY MAINTENANCE	\$1,135,880	\$946,725	\$1,006,460
TRAVEL & TRAINING	\$1,395	\$75,675	\$5,170
EXTRAORDINARY EXPENDITURES	\$24,535	\$25,000	\$50,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,614,345</b>	<b>\$2,486,770</b>	<b>\$2,594,885</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>13</b>	<b>12</b>	<b>12</b>

# ELECTRICAL - ADMINISTRATION

## MISSION & SERVICES

The Electrical Department is a dedicated group of licensed professionals that perform a wide variety of functions on a daily basis. The Department responds 24/7 to calls for service to maintain and repair the municipal fire alarm system, fiber optic network, and street lighting, as well as for municipal building emergencies and other related requests. The Department continues to build and expand the municipal fiber optic network to keep up with the growing demand for a fast and reliable data network to service all City facilities.

In FY15, the Department completed LED conversion of all 4,900 neighborhood streetlights in the city. In FY16, the second phase of LED conversion will include decorative streetlights and park fixtures. This conversion of approximately 7,100 fixtures will reduce the City's energy consumption significantly.



Streetlight repair

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain the municipal fire alarm system.**
-  2. **Maintain street lighting and provide optimum lighting in neighborhoods and parks.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of fire alarm street boxes	624	618	620
1	Number of fire alarm systems in municipal buildings	37	38	38
1	Percent of fire alarm system tests performed in City buildings	61%	100%	100%
1	Number of service calls for disconnection/reconnection of private buildings	14,054	12,000	12,000
1	Cost per test - street boxes	\$29.88	\$30.58	\$31.31
1	Cost per disconnect/reconnect - street boxes	\$29.88	\$30.58	\$31.31
2	Percent of defective streetlights repaired within 72 hours	90%	80%	90%
2	Number of lights repaired	1,159	1,000	1,000
2	Number of decorative streetlights and park lights converted to LED	n/a	200	1,500

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,452,535	\$1,439,370	\$1,533,255
OTHER ORDINARY MAINTENANCE	\$1,135,880	\$946,725	\$1,006,460
TRAVEL & TRAINING	\$1,395	\$75,675	\$5,170
EXTRAORDINARY EXPENDITURES	\$24,535	\$25,000	\$50,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,614,345</b>	<b>\$2,486,770</b>	<b>\$2,594,885</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>13</b>	<b>12</b>	<b>12</b>

# EMERGENCY COMMUNICATIONS

## DEPARTMENT OVERVIEW

The Emergency Communications Department's (ECD) mission is to serve and protect residents, visitors, and City workers while working collaboratively with our public safety partners. ECD strives to provide efficient and courteous service to all callers and radio users.



The Department also provides high-quality, responsive technical support to the many radio, computer, and special electronic systems used by the Police Department, Fire Department, and other City agencies. ECD performs this mission by operating a state-of-the-art, combined Police, Fire, and EMS Emergency Communications Center (ECC), which receives 911 calls, City fire box activations, emergency calls, and alarms from a variety of other sources, while dispatching the appropriate responses to provide assistance. In addition, the Center receives many non-emergency calls related to City services and manages a large volume of business calls directed to the Police and Fire Departments.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
TAXES	\$4,434,425	\$4,631,960	\$5,077,255
<b>TOTAL BUDGETED REVENUE</b>	<b>\$4,434,425</b>	<b>\$4,631,960</b>	<b>\$5,077,255</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$4,169,295	\$4,558,295	\$4,907,695
OTHER ORDINARY MAINTENANCE	\$141,215	\$148,210	\$149,710
TRAVEL & TRAINING	\$14,510	\$15,850	\$15,850
EXTRAORDINARY EXPENDITURES	\$1,775	\$4,000	\$4,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,326,795</b>	<b>\$4,726,355</b>	<b>\$5,077,255</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>38</b>	<b>38</b>	<b>41</b>

# EMERGENCY COMMUNICATIONS - ADMINISTRATION

## MISSION & SERVICES

The ECC handles several categories of incidents, including: Crime and Directed Patrol calls (crime reports, minor criminal infractions, City violations, directed patrol assignments); Traffic/Motor Vehicle Related calls (motor vehicle stops by police, speeding, accidents, and traffic control matters); Assist Public calls (unwanted persons, noise, disturbance, 911 hang-ups, checks of persons and property, and requests for routine Police and Fire assistance); Administrative calls (summonses, notifications, station assignments, and service of court documents); Fire Operations calls (fires, hazmat incidents, private alarm and City firebox activations, and miscellaneous fire apparatus assignments); and Medical calls.



Inside the ECC

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Efficiently process emergency calls and manage dispatch of emergency units.
-  2. Improve the skills of dispatchers in the Emergency Communications Center.
-  3. Improve handling of non-911 and non-emergency calls for assistance, including taking certain routine reports over the telephone (Teleserve).
-  4. Improve the use of ECC technology.
-  5. Improve handling of high priority EMS and In-Progress emergency calls.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	911 call pickups (land lines)	19,024	20,000	20,000
1	911 call pickups (cell phones)	16,171	20,000	21,000
1	Percent of 911 calls answered within 20 seconds	99%	100%	100%
2	Percent of dispatchers and supervisors fully cross-certified	27%	34%	40%
3	Non-emergency calls processed	148,674	160,000	170,000
3	Teleserve reports processed by ECC staff	51	75	100
4	Emergency notifications to citizens through CodeRed system	125,145	200,000	125,000
4	Computer Aided Dispatch Tweets to citizens about public safety incidents	1,143	1,450	2,000
5	Percent of EMS and Police In-Progress calls handled by protocol	85%	90%	90%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$4,169,295	\$4,558,295	\$4,907,695
OTHER ORDINARY MAINTENANCE	\$141,215	\$148,210	\$149,710
TRAVEL & TRAINING	\$14,510	\$15,850	\$15,850
EXTRAORDINARY EXPENDITURES	\$1,775	\$4,000	\$4,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,326,795</b>	<b>\$4,726,355</b>	<b>\$5,077,255</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>38</b>	<b>38</b>	<b>41</b>

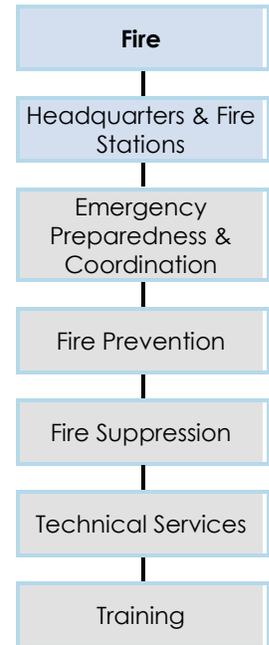
# FIRE

## DEPARTMENT OVERVIEW

The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of Cambridge residents from fires, natural and man-made disasters, and hazardous materials (hazmat) 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. To fulfill all of these responsibilities safely and efficiently, CFD staff continually train, develop skills, and prepare for aggressive action when needed to protect the city.

The Department is a member of Metrofire, the Boston area fire mutual aid network that consists of Massport and 36 cities and towns. The Department is also a member of the Metro Boston Homeland Security Region, also known as the Boston Urban Area Security Initiative (UASI) region. This homeland security program focuses on enhancing regional preparedness to build and sustain region-wide enhanced capabilities.

The CFD is nationally rated as a Class 1 Fire Department, a distinction offered to only 62 of the 37,000 fire departments across the country. CFD is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer. Operating with a total teamwork concept and within the National Incident Management System (NIMS), the Department consists of two Line Divisions and four Staff Divisions. Line Companies – including Engines, Ladders, Squads, Rescue, and Division Chiefs – operate from eight fire houses strategically located throughout the city. Several Staff Divisions, including Emergency Preparedness and Coordination, Fire Prevention, Technical Services, and Training, support the men and women working on the street.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$1,034,285	\$925,850	\$875,750
FINES & FORFEITS	\$20,700	\$6,000	\$4,000
LICENSES & PERMITS	\$156,685	\$120,000	\$105,000
MISCELLANEOUS REVENUE	\$25,365	\$27,000	\$27,000
TAXES	\$42,392,525	\$43,649,785	\$43,979,145
<b>TOTAL BUDGETED REVENUE</b>	<b>\$43,629,560</b>	<b>\$44,728,635</b>	<b>\$44,990,895</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$40,883,810	\$42,560,050	\$42,905,795
OTHER ORDINARY MAINTENANCE	\$1,859,720	\$1,332,960	\$1,385,600
TRAVEL & TRAINING	\$938,225	\$589,500	\$589,500
EXTRAORDINARY EXPENDITURES	\$109,995	\$110,000	\$110,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$43,791,750</b>	<b>\$44,592,510</b>	<b>\$44,990,895</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>285</b>	<b>285</b>	<b>285</b>

# FIRE - HEADQUARTERS & FIRE STATIONS

## MISSION & SERVICES

The Cambridge Fire Department is charged with protecting one of the most densely-populated cities in the country. Cambridge has eight fire stations strategically located throughout the city, housing eight engines, four ladder trucks, two squads, and one rescue as well as numerous specialty vehicles, apparatus, and equipment. The FY16 Fire budget is divided among the eight stations as follows:



Newly hired firefighters on probation (FFOPs) during orientation

- Headquarters (491 Broadway): \$18,464,475
- East Cambridge: \$4,960,925
- Inman Square: \$2,852,800
- Lafayette Square: \$6,229,190
- Lexington Avenue: \$1,914,970
- Porter Square: \$3,596,220
- River Street: \$2,328,420
- Taylor Square/Sherman: \$4,643,895

The Fire Department is functionally organized by five divisions detailed on the following pages.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Improve services provided by the Fire Department while enhancing firefighter safety and improving employee wellness.**
-  2. **Enhance coordination among the Cambridge Fire Department and surrounding organizations to improve public service delivery.**
-  3. **Reduce the number of human fatalities and injuries and the amount of property damage through proactive services.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Fire personnel injuries with time lost per 1,000 incidents	2.0	1.8	1.5
3	Total arson incidents per 10,000 population	4.5	4.2	4.0

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$40,883,810	\$42,560,050	\$42,905,795
OTHER ORDINARY MAINTENANCE	\$1,859,720	\$1,332,960	\$1,385,600
TRAVEL & TRAINING	\$938,225	\$589,500	\$589,500
EXTRAORDINARY EXPENDITURES	\$109,995	\$110,000	\$110,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$43,791,750</b>	<b>\$44,592,510</b>	<b>\$44,990,895</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>285</b>	<b>285</b>	<b>285</b>

# FIRE - EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

## MISSION & SERVICES

The EPAC Office works closely with the Police and Public Health Departments and performs many functions integral to the successful emergency planning and response objectives of the City. The ongoing training and preparation exercises that occur across various disciplines within the City enhance overall capacity to plan for, respond to, and effectively manage emergency incidents.



Preparing for an emergency evacuation

The EPAC Office oversees the Cambridge Local Emergency Planning Committee, coordinates the inter-agency planning and response to hazmat and terrorism incidents, conducts compliance inspections of laboratory/research facilities in the city, and investigates all hazmat releases in Cambridge. EPAC staff also oversee the Student Awareness of Fire Education program and serve as safety officers during Public Works' Household Hazardous Waste Collection Days.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Conduct hazmat 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.**
- 
**2. Conduct fire safety programs for schools, industry, the elderly, and as requested.**
- 
**3. Continue planning for the disaster-related needs of special needs facilities by arranging a site visit by Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers, and health care facilities.**
- 
**4. Provide support, including equipment, vehicles, and training, to the Cambridge Auxiliary Fire Department (CAFD), which responds to all multiple-alarm fires and most working fires in Cambridge. CAFD also responds to major fires in surrounding communities and to other incidents upon request of other City departments.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of personnel trained	321	270	270
1	Number of hazmat exercises held	13	12	12
3	Number of site visits	17	10	10
4	Number of members of CAFD	10	9	10
4	Number of training sessions	25	16	48

# FIRE - FIRE PREVENTION

## MISSION & SERVICES

The primary objective of the Fire Prevention Division is to reduce the risk of fires and safeguard the lives, welfare, and economy of the community. The Fire Prevention Division enforces fire laws, regulations, and building codes; provides fire safety education to the public; and investigates fires. Two major functions of the Division include the review of engineered building plans for all life safety systems and the inspection and testing of fire alarms, sprinklers, or suppression systems.

The Prevention Division administers the inspection program for public and private schools, hospitals, hotels, clinics, daycare centers, theaters, and nursing homes. It also administers the smoke detector/carbon monoxide inspection program; performs state-mandated inspections of fuel storage tanks; and inspects restaurants and nightclubs as part of the City Manager’s License Task Force.



A member of the Fire Prevention team

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Perform fire prevention inspections in all neighborhoods of the city.
-  2. Issue assorted permits. Convert Fire permits to the online EnerGov system.
-  3. Conduct Fire Protection Plan reviews and assessments.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of state-mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	1,088	1,088	1,088
1	License Commission compliance inspections	294	220	220
1	License Commission Task Force inspections	62	100	100
1	Complaint investigations	91	100	100
1	Residential smoke detector compliance inspections	943	1,100	1,100
2	Convert all CFD permits to the EnerGov system (percent complete)	n/a	n/a	100%
3	Major projects and developments	23	20	20
3	Renovations and improvements	305	300	300

# FIRE - FIRE SUPPRESSION

## MISSION & SERVICES

The Fire Suppression Division provides first-line defense against hostile fires, including the protection of life, property, and the environment. Modern fire suppression duties include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving hazmat releases, and the rescue of people trapped in or by collapsed buildings, elevators, machinery, motor vehicles, or ice or water accidents. The Division also regularly provides resources when requests for mutual aid are received from other municipalities.



Firefighters in action

Throughout the year, firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression members perform fire prevention and safety field inspections and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and equipment testing and maintenance are performed by Suppression units. During winter months, local fire companies clear snow and ice from hydrants in their respective neighborhoods.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss consistent with ISO standards. Continue to achieve a 4-minute response time for the first arriving Fire Department unit 95% of the time, and an 8-minute response for the entire first alarm assignment 90% of the time. The objective is to contain and extinguish fires, keeping injuries and property loss to a minimum.**
- 
**2. Deliver emergency medical services (EMS) in a professional and timely manner.**
- 
**3. Maintain equipment in a state of readiness to handle emergency operations.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	First response to fire emergency within 4-8 minutes	95%	95%	<b>95%</b>
2	Respond to EMS requests within 4-6 minutes, 90% of the time	95%	95%	<b>95%</b>
3	Number of active hydrants tested	1,725	1,725	<b>1,725</b>
3	Percent of active hydrants tested annually	100%	100%	<b>100%</b>
3	Feet of fire hose tested (31,000 = 100%)	31,000	31,000	<b>31,000</b>
3	Number of annual service tests on pumping engines	10	10	<b>10</b>

# FIRE - TECHNICAL SERVICES

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## MISSION & SERVICES

The Technical Services Division (TSD) is responsible for the purchase and maintenance of all equipment required to provide Fire Department services to the city and citizens of Cambridge. TSD supplies eight firehouses and is responsible for the upkeep of these buildings. TSD also maintains and calibrates the sophisticated sampling devices and meters used to detect substances from carbon monoxide and natural gas to liquid, gaseous, and particulate weapons of mass destruction.



CFD staff at Danehy Park Family Day

TSD provides IT support to the Fire 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. Project management and maintenance of the City 800 MHz radio system is also assigned to this the Technical Services Division.

In addition, a two-person Motor Squad falls under the command of the Technical Services Division. This squad performs high quality repair of fire apparatus and other specialty apparatus in a timely fashion.

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. **Maintain equipment and vehicles to be safe and dependable.**



2. **Implement cost effective and energy efficient repairs to all firehouses.**

# FIRE - TRAINING DIVISION

## MISSION & SERVICES

Developing and implementing a relevant training program for a 285-member urban firefighting department in a vibrant and constantly evolving city can be challenging, but the CFD Training Division strives to reach the highest standards possible. The Training Division requires Company Officers to conduct a training session every 12-hour shift, covering the basics of firefighting skills, emergency medical services, fire apparatus, and fire equipment.



CFD training class at the Healy Public Safety Building

The Training Division also delivers classes based on the typical hazards encountered by firefighters in our city. Reviewing the nature, severity, and frequency of past calls received by the Department provides insight into which training/classes would benefit our members. Collaboration with some of Cambridge's outstanding educational institutions and private businesses has led to excellent training opportunities.

In FY16, the Training Division will explore training related to MBTA transportation, hybrid car situations, solar panels, the electrical grid, and natural gas engines. The Division will also conduct specialized response, hazmat, weapons of mass destruction, and confined space rescue drills. Training must emphasize coordinated teamwork to allow our Department to achieve proficiency beyond our individual capabilities. The Training Division, with assistance from Fire Administration and input from line members, strives to deliver a pertinent curriculum.

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Promote firefighter safety by conducting training courses and issuing periodic training bulletins.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Cumulative number of training hours	67,630	72,000	<b>72,000</b>
1	Number of training hours per uniformed personnel	260	276	<b>276</b>
1	Number of training bulletins issued	18	25	<b>25</b>

# INSPECTIONAL SERVICES

## DEPARTMENT OVERVIEW

The Inspectional Services Department (ISD) is responsible for the enforcement of all laws and related City Ordinances that pertain to the International Building Code & International Residential Code. ISD's responsibilities also encompass the State Plumbing, Gas, Electrical, and Mechanical Codes; the Massachusetts Access Board Regulations (521 CMR); and the provisions of the State Sanitary Code that address the inspection of food handling establishments, housing, lead paint and asbestos testing and removal, day cares, and swimming pools. ISD administrative staff support the Board of Zoning Appeal and oversee the emergency demolition and boarding up of dangerous buildings.



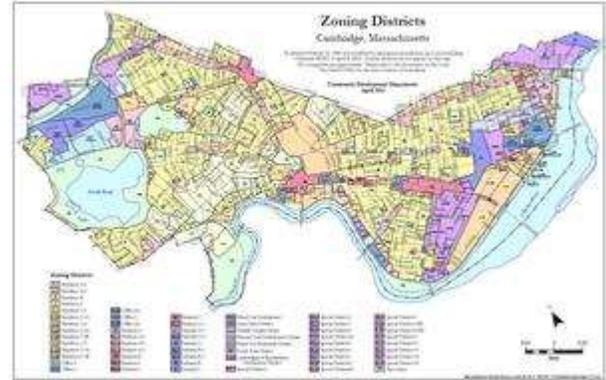
## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$134,220	\$196,100	\$183,500
LICENSES & PERMITS	\$20,351,170	\$17,973,880	\$9,345,700
MISCELLANEOUS REVENUE	\$109,385	\$103,500	\$103,500
TAXES	(\$3,105,655)	(\$5,153,165)	(\$6,218,250)
<b>TOTAL BUDGETED REVENUE</b>	<b>\$17,489,120</b>	<b>\$13,120,315</b>	<b>\$3,414,450</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$3,029,495	\$3,195,955	\$3,253,345
OTHER ORDINARY MAINTENANCE	\$92,605	\$120,680	\$140,680
TRAVEL & TRAINING	\$8,590	\$9,300	\$10,425
EXTRAORDINARY EXPENDITURES	\$0	\$10,000	\$10,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,130,690</b>	<b>\$3,335,935</b>	<b>\$3,414,450</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>27</b>	<b>27</b>	<b>27</b>

# INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL

## MISSION & SERVICES

ISD's Zoning Division supports the Board of Zoning Appeal (BZA) and provides service to the public. The Division also oversees the emergency demolition and boarding up of dangerous buildings.



Map of Cambridge zoning districts

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. Process all applications for zoning relief in an efficient manner in accordance with the requirements of applicable state laws and conduct zoning meetings.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of BZA applications	136	140	140

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$191,375	\$197,430	\$204,140
OTHER ORDINARY MAINTENANCE	\$46,810	\$56,500	\$56,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$238,185</b>	<b>\$253,930</b>	<b>\$260,640</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# INSPECTIONAL SERVICES - INSPECTION & ENFORCEMENT

## MISSION & SERVICES

The Inspection & Enforcement Division performs inspections related to building, electrical, plumbing, gas, sheet metal, mechanical, and other permits. The Division's sanitary and housing inspectors enforce the State Sanitary Code. Sanitary inspectors are responsible for inspection of restaurants, food trucks, and retail establishments that have food handler permits. Housing inspectors inspect residential rental properties.



ISD logo

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Process building permit applications, improve community access to permit information online, and conduct required inspections in a timely and efficient manner.**
-  2. **Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with the state's minimum requirement of two compliance inspections per year and by improving community access to inspection reports.**
-  3. **Process and respond to citizen housing conditions and related complaints in a timely and professional manner.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of compliance inspections (buildings)	4,852	5,000	5,000
2	Number of compliance inspections and re-inspections	2,351	2,400	2,400
3	Number of inspections (housing complaints)	4,743	4,000	4,000
3	Number of licensed dumpster inspections completed	914	800	800

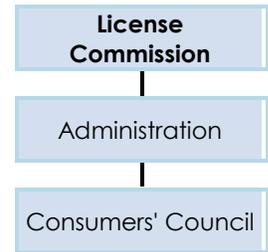
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,838,120	\$2,998,525	\$3,049,205
OTHER ORDINARY MAINTENANCE	\$45,795	\$64,180	\$84,180
TRAVEL & TRAINING	\$8,590	\$9,300	\$10,425
EXTRAORDINARY EXPENDITURES	\$0	\$10,000	\$10,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,892,505</b>	<b>\$3,082,005</b>	<b>\$3,153,810</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>25</b>	<b>25</b>	<b>25</b>

# LICENSE COMMISSION

## DEPARTMENT OVERVIEW

The License Commission is responsible for licensing and regulating alcohol sales, restaurants, entertainment, taxicabs, livery services, lodging houses, dormitories, hotels, food trucks, garages, open air parking lots, flammable storage facilities, and other businesses to ensure public safety.



Office staff handle the processing of license applications, annual renewals, policy and disciplinary matters for the three-person License Board, as well as issuance of hundreds of one-day special licenses.

Alcohol investigations, site visits of special events, noise investigations, roof top mechanicals, and Alcohol Task Force Inspections are primary duties of the Civil Investigation staff. The Hackney Division works with the taxi industry and the general public to assure the safety and fair market practices of those who travel in Cambridge-licensed taxicabs.

Office staff also provide administrative support for the City's Pole and Conduit Commission, which regulates the installation and maintenance of electrical poles and underground conduits in the city. During FY16, the License Commission will continue to update and streamline departmental processes, procedures, and forms.

In addition, the Consumers' Council provides assistance to Cambridge consumers as well as those in surrounding areas who are in dispute with local businesses, frequently providing a resolution without the need to go to small claims court.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$24,975	\$25,150	\$24,500
FINES & FORFEITS	\$4,730	\$6,000	\$6,000
INTERGOVERNMENTAL REVENUE	\$54,000	\$54,000	\$54,000
LICENSES & PERMITS	\$2,301,415	\$2,297,300	\$2,200,200
TAXES	(\$1,215,490)	(\$1,179,955)	(\$1,101,555)
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,169,630</b>	<b>\$1,202,495</b>	<b>\$1,183,145</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$909,945	\$1,015,945	\$1,116,835
OTHER ORDINARY MAINTENANCE	\$53,255	\$55,295	\$58,955
TRAVEL & TRAINING	\$3,735	\$3,900	\$7,355
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$966,935</b>	<b>\$1,075,140</b>	<b>\$1,183,145</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>9</b>	<b>9</b>

# LICENSE COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The License Commission’s mission is to regulate businesses whose operations could adversely impact the public safety of the Cambridge community. The three-person Board was created under the Special Acts of 1922 and has been actively protecting the residents and visitors of Cambridge for over 90 years. Its unique structure includes the head of both the Police and Fire Departments as voting members, which provides the Board with swift access to reports of unsafe conditions in licensed establishments by hundreds of CPD and CFD first responders. The Board meets at least twice monthly to review applications, policy, rules and regulations, disciplinary matters, and requests related to licensed premises.

Office staff responsibilities include processing applications and renewals for annual licenses, special one-day licenses, and hackney licenses. Staff also answer questions and provide assistance to the many applicants who seek guidance prior to submitting license applications for consideration by the Board. Civil investigators spend much of their time in the field performing site visits at alcohol establishments and performing noise readings in response to complaints of violation of the City’s Noise Ordinance. The Hackney Division is charged with oversight of the 257 licensed Cambridge taxicabs, as well as the licensed livery vehicles in Cambridge and out-of-town taxicabs illegally picking up customers in the city.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and diminish any violation of local rules and regulations.**
2. **Investigate all violations of out-of-town taxicab pickups.**
-  3. **Continue to work with Inspectional Services and the Fire Department to streamline the renewal process for liquor licenses to provide a faster and more efficient method of renewal.**
-  4. **Continue to work with the Cambridge Licensee Advisory Board and continue partnership with the Police Department and the Cambridge Prevention Coalition to educate alcohol licensees on safe alcohol operations and underage drinking.**
5. **Work to reduce complaints and increase professionalism within the taxicab industry.**
-  6. **Issue one-day licenses for special events throughout the city.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Number of illegal out-of-town taxicabs found in violation within the city	34	50	60
6	Number of one-day licenses issued for special events	750	760	770

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$757,500	\$833,720	\$934,930
OTHER ORDINARY MAINTENANCE	\$52,550	\$54,795	\$57,955
TRAVEL & TRAINING	\$2,965	\$3,250	\$5,855
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$813,015</b>	<b>\$891,765</b>	<b>\$998,740</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# LICENSE COMMISSION - CONSUMERS' COUNCIL

## MISSION & SERVICES

The Consumers' Council works in cooperation with the state Attorney General's Office to mediate individual consumer/business disputes for Cambridge, Somerville, and other local municipalities, thereby eliminating the need for either party to go to court to resolve the conflict. By analyzing the hundreds of individual complaints filed each year, the Council remains an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for local residents.



National Consumer Protection Week public shredding

## FY16 OBJECTIVES & PERFORMANCE MEASURES

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.
2. Partner with other City departments, state agencies, or consumer organizations to either provide individual consumer assistance or take action on behalf of groups of consumers or all consumers in general.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Educational workshops or public forums held in Cambridge	10	10	10
1	Articles, brochures/newsletter publications, distribution efforts, and significant website additions	7	6	7
2	Joint efforts with other City agencies or non-profits	7	9	9
2	State-level activities on behalf of consumers	9	8	9
2	National consumer partnership efforts	12	10	12

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$152,445	\$182,225	\$181,905
OTHER ORDINARY MAINTENANCE	\$705	\$500	\$1,000
TRAVEL & TRAINING	\$770	\$650	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$153,920</b>	<b>\$183,375</b>	<b>\$184,405</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

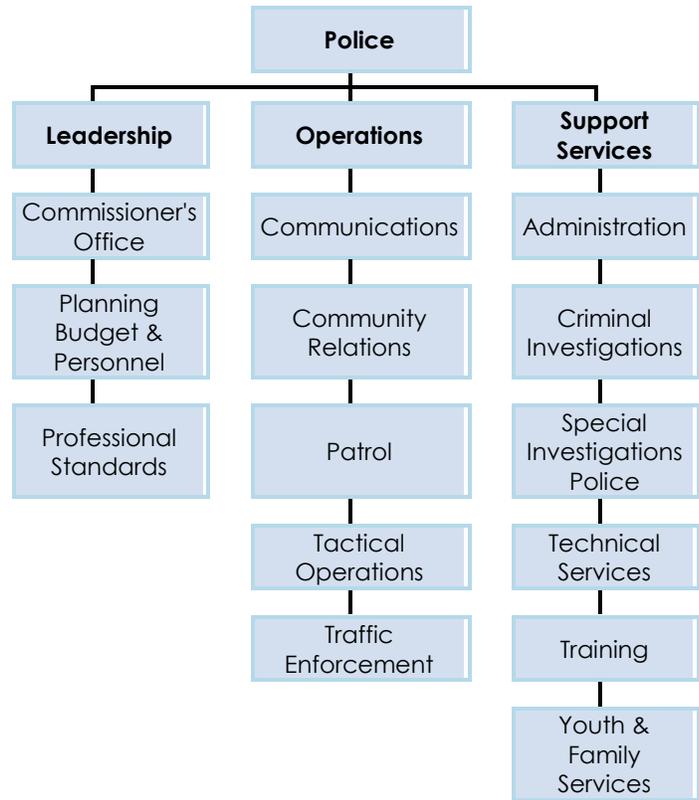
# POLICE

## DEPARTMENT OVERVIEW

The Cambridge Police Department (CPD) is committed to providing Cambridge residents and visitors with the highest level of professional law enforcement services while respecting the constitutional rights of all. The strength of the organization lies in its philosophy and method of operation, which combines the effectiveness of community and problem-oriented policing.

**CPD Mission Statement:** The Police Department is a dedicated and diverse group of professionals who are committed to working with the community to make the City a safe and desirable place to live, work, and visit. CPD’s mission is to partner with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent, and consistent.

Developing partnerships with the community and with City agencies further enhances public safety and builds a stronger, safer community. The Department’s core values are: integrity, professionalism, fairness and impartiality, teamwork, efficiency, advocacy, and empathy. For a detailed explanation of these core values, please visit the CPD’s website at [www.cambridgema.gov/cpd](http://www.cambridgema.gov/cpd).



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$1,594,000	\$1,586,855	\$1,571,355
FINES & FORFEITS	\$3,039,490	\$3,162,425	\$3,138,425
INTERGOVERNMENTAL REVENUE	\$856,605	\$856,605	\$856,605
LICENSES & PERMITS	\$127,325	\$126,015	\$126,015
MISCELLANEOUS REVENUE	\$88,410	\$40,000	\$40,000
TAXES	\$41,444,665	\$43,531,175	\$44,913,765
<b>TOTAL BUDGETED REVENUE</b>	<b>\$47,150,495</b>	<b>\$49,303,075</b>	<b>\$50,646,165</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$44,501,745	\$46,521,120	\$47,539,715
OTHER ORDINARY MAINTENANCE	\$2,632,705	\$2,100,685	\$2,322,850
TRAVEL & TRAINING	\$241,510	\$391,500	\$266,500
EXTRAORDINARY EXPENDITURES	\$395,195	\$425,170	\$517,100
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$47,771,155</b>	<b>\$49,438,475</b>	<b>\$50,646,165</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>311</b>	<b>317</b>	<b>318</b>

# POLICE - COMMISSIONER'S OFFICE

## MISSION & SERVICES

The Office of the Commissioner is responsible for the effective operation of the Police Department and planning for the future. The Office of the Commissioner oversees the Professional Standards Unit; the Office of Planning, Budget & Personnel; the CPD Public Information Office; and the Auxiliary Police, which consists of nearly 40 volunteers who assist CPD with crowd control at parades, festivals, road races, and other city events.

Under the leadership of the Commissioner, CPD aims to be as transparent as possible with the community and has greatly improved its ability to do so through the Public Information Office and the use of social media. With the introduction of technology tools such as Citizen Observer, the City's Open Data portal, BridgeStat, the MyPD smartphone app, and online access to the daily public log, community leaders, residents, and law enforcement agencies can – often in real time – exchange information regarding problems to ensure neighborhood integrity.



Commissioner Robert C. Haas

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Enhance access to information for residents on neighborhood crime prevention methods. Improve communication between the community and the Police Department to exchange information more effectively.**
-  2. **Identify deficiencies in policies and procedures, as well as training needs. Continuously work to improve the trust and confidence between the Police and the community to foster a strong relationship.**
-  3. **Continue to improve relationships with Cambridge residents, businesses, and universities through outreach and collaborations.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Percent of respondents who positively rated the professionalism of officers' conduct	97%	98%	100%
2	Percent of respondents who positively rated the overall CPD response	95%	92%	100%
2	Percent of incidents where a person was taken into custody and force was used	1%	4%	3%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$487,220	\$499,245	\$516,210
OTHER ORDINARY MAINTENANCE	\$50,670	\$123,605	\$73,500
TRAVEL & TRAINING	\$191,485	\$346,440	\$221,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$729,375</b>	<b>\$969,290</b>	<b>\$811,210</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# POLICE - PLANNING, BUDGET & PERSONNEL

## MISSION & SERVICES

The primary functions of the Office of Planning, Budget & Personnel are to support the Commissioner through maintaining sound hiring practices, preparing the budget, providing strategies for project management of Department initiatives, and reinforcing the Department's system of accountability.

The Office continues to recruit police officer candidates through community engagement, internships, high school work-study programs, and other agencies supporting employment.



Office of Planning, Budget & Personnel

In addition, the Office works with the Professional Standards Unit on coordination of the background process for hiring new police officers. A major goal for the next few years is completion of a refocused strategic plan, which will ultimately improve the quality of service to citizens, position the Department to achieve long-term goals, and improve quality of life for the residents of Cambridge.

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Work over the next few years on completing a refocused strategic plan that will improve the quality of service to citizens, enhance relationships with the community, position the Department to achieve long-term goals, enhance collaboration efforts, improve the quality of life for residents, and create a productive and supportive working environment.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$578,955	\$633,585	\$676,420
OTHER ORDINARY MAINTENANCE	\$91,740	\$81,550	\$81,550
TRAVEL & TRAINING	\$49,900	\$44,810	\$45,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$720,595</b>	<b>\$759,945</b>	<b>\$802,970</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>6</b>	<b>6</b>

# POLICE - PROFESSIONAL STANDARDS

## MISSION & SERVICES

As the Police Department strives to improve transparency, the Professional Standards Unit conducts audits and inspections of its procedures, monitors compliance with Department policies and requirements, and assesses the quality of service provided by CPD. This unit also receives, processes, and investigates citizen complaints about police officer conduct and staff investigations. To ensure the public’s trust and maintain the Department’s integrity, this unit conducts immediate and objective investigations of all complaints.



CPD officers

Another key function of the Professional Standards Unit involves facilitating proactive communication regarding police officer performance through mediation. An “Early Intervention System” is utilized to identify officers who have had a certain number of complaints lodged over a particular timeframe, to help those officers by providing retraining and/or counseling, and to identify any departmental policies in need of review. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City.

The City also has an independent Police Review and Advisory Board that investigates complaints, reviews policies, and makes recommendations to the Police Commissioner.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$643,230	\$614,775	\$593,550
OTHER ORDINARY MAINTENANCE	\$0	\$5,000	\$5,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$643,230</b>	<b>\$619,775</b>	<b>\$598,550</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>4</b>	<b>4</b>	<b>3</b>

# POLICE - COMMUNICATIONS

## MISSION & SERVICES

The Police Department relies on Communications to support its daily operations. Sworn personnel utilize radio systems to communicate with our public safety partner, the Emergency Communications Department, for all Police responses as well as with other agencies to coordinate services. The Emergency Communications Center utilizes radio systems to dispatch all priority and non-priority calls to officers in the field as well as to support officers in need of services. In addition, Police Department personnel rely on mobile communication devices for operating mobile data terminals, tablets, and other technology to support employees in the performance of their duties.



Public safety communications equipment

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$186,955	\$173,500	\$173,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$21,600	\$21,600
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$186,955</b>	<b>\$195,100</b>	<b>\$195,100</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# POLICE - COMMUNITY RELATIONS

## MISSION & SERVICES

The Community Relations Unit generates community participation in identifying problems and works collaboratively on resolutions, with the goal of strengthening and improving neighborhood relations. The Unit focuses on issues affecting quality of life and conducts outreach and crime prevention programs to address concerns of homelessness, mental health, senior citizens, youth, businesses, and community groups. CPD has established partnerships through liaisons with formal community organizations and business groups.



CPD staff at an East Cambridge Block Party

The Department also has designated Outreach Officers: two for homeless outreach and three for mental health/senior outreach. These officers aim to improve individuals' quality of life by determining areas of risk and need and connecting them to community-based service providers. CPD collaborates with DHSP's Door-to-Door campaigns to raise community awareness of the resources available to youth and families, such as prevention programs, bicycle safety classes, and self-defense training.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 

 1. **Develop partnerships with community members and organizations to combat the elements and perception of crime and increase the sense of safety and security in Cambridge. Facilitate programs and outreach efforts, such as the Neighborhood Sergeants program, to allow community members and the Police to work together to identify and address problems.**
- 

 2. **Work with populations facing unique challenges and barriers, including seniors, people with mental health issues, and the homeless. Utilize case management techniques to identify areas of risk and need, connect individuals to community-based services and resources, and conduct follow-up to monitor service utilization.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of residents reached during Door-to-Door campaigns	1,791	2,000	2,500
1	Number of community-based meetings attended	55	100	80
2	Partnerships with service providers	20	100	60

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,655,670	\$1,807,990	\$1,854,725
OTHER ORDINARY MAINTENANCE	\$32,155	\$27,900	\$27,900
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,687,825</b>	<b>\$1,835,890</b>	<b>\$1,882,625</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>12</b>

# POLICE - PATROL

## MISSION & SERVICES

As CPD's primary and most visible staff resource, the Operations Division is responsible for suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity, and maintenance of peace in the community. Police Officers are assigned throughout the city to increase visibility, enforce the laws of the Commonwealth, and foster positive relationships with community members.



CPD vehicle

Patrol Officers within the Operations Division respond to emergency and non-emergency calls for service as well as perform proactive assignments addressing quality of life issues, including enforcing traffic laws and patrolling city parks and playgrounds. Through analysis of crime trends and partnerships with the community, Patrol Officers are deployed to specific locations to maximize their effectiveness. Day Patrol and Night Patrol Sections work 7 days a week, 365 days a year to keep the community safe.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Provide a professional standard of law enforcement services to citizens of Cambridge through suppression and prevention of crime and apprehension of offenders. Foster trust and build relationships between officers and the community to address quality of life issues.**
- 
**2. Increase neighborhood presence in locations where quality of life issues and concerns are most prevalent through a combination of Park and Walk assignments (police visibility at a particular location) and Directed Patrols (police presence at a location to address specific community issues).**
- 
**3. Educate citizens and businesses about crime prevention techniques and safety tips.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of Part 1 crimes reported	2,868	3,000	2,900
1	Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest or increased police presence	19	12	12

Note: Part 1 crimes are those considered by the FBI to be the most serious: they include violent crimes and property crimes.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$25,501,930	\$26,487,990	\$27,004,600
OTHER ORDINARY MAINTENANCE	\$6,095	\$20,000	\$20,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$25,508,025</b>	<b>\$26,507,990</b>	<b>\$27,024,600</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>179</b>	<b>179</b>	<b>178</b>

# POLICE - TACTICAL OPERATIONS

## MISSION & SERVICES

The Tactical Operations Division consists of four units that provide a ready response to situations beyond the capabilities of normally equipped and trained CPD personnel. The four units include the Explosive Ordinance Unit (Bomb Squad), Special Response Team (SRT), Tactical Patrol Force (TPF), and Crisis Negotiations Team.

The primary mission of the Explosive Ordinance Unit is to ensure the safety of residents in the event of an explosive-related incident. They are responsible for handling, transporting, and rendering safe all explosive items within Cambridge. The Unit is on-call 24 hours a day and includes several bomb dogs.

The SRT is a highly trained and highly disciplined tactical team that is able to respond to any major crisis within the city. Its primary mission is to resolve high-risk incidents – such as hostage situations, high-risk search and arrest warrants, and barricaded suspects – with minimal loss of human life.

The TPF consists of approximately 80 officers who respond safely to incidents of civil disobedience, including protests, riots, and any other situation that may result in citizen unrest. TPF officers are trained in special tactics to calm and control large crowds.

Finally, the Crisis Negotiations Team consists of specially trained officers who are prepared to deal with negotiations during crisis situations.



Officer Lyons and Kevin, members of the Explosive Ordinance Unit

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain a presence in the community to support awareness, education, increased visibility, and safety.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$202,520	\$991,705	\$834,535
OTHER ORDINARY MAINTENANCE	\$552,020	\$175,000	\$175,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$754,540</b>	<b>\$1,166,705</b>	<b>\$1,009,535</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>7</b>	<b>5</b>

# POLICE - TRAFFIC ENFORCEMENT

## MISSION & SERVICES

The Traffic Enforcement Unit (TEU) performs specific assignments relating to truck restrictions, traffic issues, pedestrian and bicyclist safety, and parking enforcement. In addition, the TEU conducts mobilizations to improve driver awareness and safety and provides dignitary protection to officials visiting the city. The TEU also includes Traffic Supervisors, whose main responsibility is the safety of schoolchildren at various intersections and crossings.



Officer Deane instructs a Cambridge resident on how to use a radar gun

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Provide the highest level of law enforcement and public safety services to motorists, pedestrians, and bicyclists who reside in, work in, or visit Cambridge. Reduce the number of accidents citywide by 5% annually through enforcement.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of assignments for accidents citywide	5,848	7,000	7,200
1	Number of accidents at identified high accident locations	103	100	90
1	Number of accidents citywide	n/a	1,340	1,275
1	Number of assignments for bicycle violations citywide	2,714	1,600	2,000
1	Number of bicycle citations issued	1,321	1,200	1,150
1	Number of bicycle accidents citywide	145	150	150
1	Number of assignments for deployment of units for the enforcement of red light violations citywide	4,198	4,000	4,000
1	Number of written citations for red light violations	6,696	5,500	5,000
1	Number of crosswalk violations citywide	963	1,300	1,300

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$3,208,210	\$3,239,610	\$3,374,810
OTHER ORDINARY MAINTENANCE	\$7,570	\$8,500	\$8,500
TRAVEL & TRAINING	\$125	\$250	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,215,905</b>	<b>\$3,248,360</b>	<b>\$3,383,310</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>19</b>	<b>17</b>	<b>19</b>

# POLICE - ADMINISTRATION

## MISSION & SERVICES

The Administration Section processes and coordinates all Departmental support services. Various units within this section oversee services such as records, details (off-duty employment), fleet maintenance, identification, and property and evidence.

The Records Unit is a controlled public service area. It stores all police records and reports and also issues and archives Firearms Identification (FID) Cards and Licenses to Carry Firearms.



CPD Records Unit

The Detail Office is responsible for assigning off-duty officers to construction sites throughout the city to ensure motor vehicle and pedestrian safety. The Office also assigns officers to provide security details to private companies. All work performed by off-duty officers comes at no cost to the City.

The Fleet Maintenance Unit is responsible for maintenance of the entire CPD fleet.

The Identification Unit works closely with other units in processing crime scenes, evidence, and fingerprint classifications.

Finally, the Property & Evidence Unit is responsible for securing all properties that comes into CPD control, such as evidence from a crime, prisoners' personal belongings, and lost/found items.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Support overall CPD operations in managing records and increasing efficiency in the business process. Continue to improve the customer experience through technology, enhanced customer service, and management of vendor accounts.**

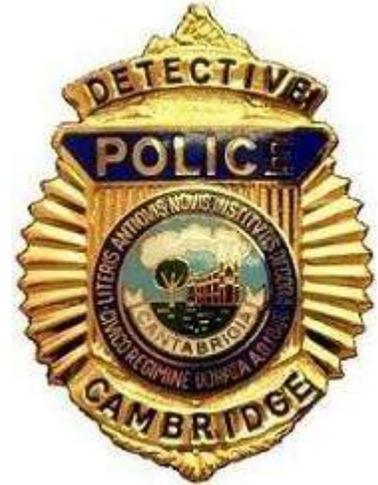
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$3,042,560	\$2,885,255	\$3,003,835
OTHER ORDINARY MAINTENANCE	\$1,333,745	\$1,161,230	\$1,433,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$395,195	\$403,570	\$495,500
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,771,500</b>	<b>\$4,450,055</b>	<b>\$4,932,835</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>26</b>	<b>25</b>	<b>26</b>

# POLICE - CRIMINAL INVESTIGATIONS

## MISSION & SERVICES

The Criminal Investigations Section performs the investigative functions of the Department. Detectives investigate all serious crimes committed in the city, including murder, rape, robbery, aggravated assault, burglary, and felony larceny. The Criminal Investigations Section uses a report review system to support survivors of crime with follow-up phone calls to offer resources or provide status updates. Attention is focused on the survivors and victims, and all efforts are made to ensure that resolution is communicated and resources are provided to improve overall survivor services and support.



CPD detective badge

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Enhance the integrated response system to domestic violence (DV), with internal Department-wide training and training for community partners. Continue reviewing high-risk DV cases with the High-Risk Assessment Team, which consists of other law enforcement agencies and non-profit service providers who work with DV survivors in surrounding areas. Provide quality services with the help of our partners for high-risk survivors to attain a sense of safety and wellbeing.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	DV trainings conducted for various agencies throughout Cambridge	32	50	50
1	Percent of DV survivors that felt the Department's intervention provided them with a satisfying level of support	100%	100%	100%
1	Percent of high risk survivors reporting favorable sense of safety and wellbeing before police involvement	n/a	35%	40%
1	Percent of high risk survivors reporting favorable sense of safety and wellbeing after police involvement	n/a	100%	100%
1	Percent of high risk survivors reporting favorable quality of police services	n/a	100%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$4,785,290	\$4,872,520	\$5,362,350
OTHER ORDINARY MAINTENANCE	\$10,760	\$8,000	\$8,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,796,050</b>	<b>\$4,880,520</b>	<b>\$5,370,350</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>32</b>	<b>33</b>	<b>36</b>

# POLICE - SPECIAL INVESTIGATIONS

## MISSION & SERVICES

The Special Investigations Unit (SIU) investigates illegal drug activity and vice crimes such as prostitution and gambling. The Unit has adopted strategic planning methods to help alleviate the pressures imposed upon society by the culture of drug abuse and addiction. The goal of the Unit is to target street-level drug dealers to reach their suppliers in order to fight the problem at its root level: in the streets, where the public is most exposed and affected. The SIU works with other local, state, and federal law enforcement agencies in combating illegal narcotic distribution networks and also works to divert substance abusers into appropriate treatment options.



Prescription drug drop box

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to address drug and vice activity through special investigations. Continue to adopt strategic planning methods to help alleviate the pressures and societal issues of drug abuse and addiction. Target street-level drug dealers to fight the problem at its root level.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,615,075	\$1,620,285	\$1,576,085
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,615,075</b>	<b>\$1,620,285</b>	<b>\$1,576,085</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>10</b>	<b>10</b>

# POLICE - TECHNICAL SERVICES

## MISSION & SERVICES

Technical Services includes IT and the Crime Analysis Unit. IT is responsible for maintaining the Department’s computer systems infrastructure, radio systems, and other systems that support investigative functions and operational mobilization.

The Crime Analysis Unit carefully reviews all information including crime reports, calls for service, arrest reports, and notices from other agencies received by CPD to identify crime patterns such as series, sprees, hot spots, and trends. Patrol and Investigative Commanding Officers use information identified by the Crime Analysis Unit to develop strategies to address emerging and ongoing crime problems.



CPD IT staff take the White Ribbon Day Pledge to help end violence against women

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to produce monthly reports on crime trends, neighborhood problems and tips and distribute to staff through BridgeStat and the Annual Crime Report. Continue to collaborate with the Patrol and Criminal Investigations Sections to identify patterns through predictive policing, develop deployment plans to combat patterns, and provide awareness to officers regarding these efforts.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$861,585	\$937,450	\$942,820
OTHER ORDINARY MAINTENANCE	\$251,965	\$194,400	\$194,400
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,113,550</b>	<b>\$1,131,850</b>	<b>\$1,137,220</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# POLICE - TRAINING

## MISSION & SERVICES

The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications and mandates are met. The Cambridge Police Academy continues to enhance and improve the type and quality of in-service training conducted annually for all sworn CPD personnel. By statute, police officers must attend 40 hours of in-service training annually.

The Department has continued to enhance the training program by offering a curriculum that challenges policing practice and introduces progressive concepts such as procedural justice and legitimacy training, fair and impartial policing, as well as alternative resolution for settling citizen complaints. The Department continues to train and certify all officers and non-sworn employees in Mental Health First Aid, which allows officers to work more effectively with individuals exhibiting symptoms of psychological crisis when responding to calls for service.



CPD and Somerville Police officers graduate from the National Alliance on Mental Illness training

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Enhance the Department's training program by identifying progressive topics in policing, providing more specialized training opportunities, and presenting on various policy or legal changes at roll call.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$289,005	\$293,855	\$294,500
OTHER ORDINARY MAINTENANCE	\$104,525	\$117,500	\$117,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$393,530</b>	<b>\$411,355</b>	<b>\$412,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# POLICE - YOUTH & FAMILY SERVICES

## MISSION & SERVICES

The Youth & Family Services Unit (YFSU) is comprised of Youth Resource Officers (YROs), Juvenile Detectives, and Youth Outreach Officers assigned to each public school to provide daily contact for students, staff, and parents. YROs also provide crime prevention programs to students and act as liaisons with the Department on safety issues. This Unit works closely with other law enforcement agencies and community partners to identify youth in need of services, and may make referrals to the Safety Net Collaborative (juvenile diversion program).



CPD Youth Academy

The YFSU has initiated new procedures, service plans, and case requirements, which have standardized the way YROs address and track progress. Service Plans give an opportunity to provide unique and specific recommendations to youth and families requiring services. The formalized plans contain clear follow-up dates and future action items that assist officers and Safety Net Collaborative partners to remain focused and ensure the success of the youth involved.

Since its implementation in 2007, the Safety Net Collaborative has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system. There has been a vast reduction in arrests among Cambridge juveniles for criminal and status offenses over the past five years. This decrease is a result of proactive policing that incorporates prevention, intervention, and diversion.

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to divert delinquent behavior in Cambridge youth by providing individualized programs. Strive for success through the Safety Net Collaborative by tracking the number of youth who discontinue their behavior after completing the program and by soliciting feedback from diversion participants and their families to improve the program.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Percent of youth who successfully complete a formal CPD diversion program	100%	100%	100%
1	Percent of youth who offend or reoffend within a year of a completed YFSU diversion	0%	0%	0%
1	Percent of families satisfied with the diversion	100%	100%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,630,495	\$1,636,855	\$1,505,275
OTHER ORDINARY MAINTENANCE	\$4,505	\$4,500	\$4,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,635,000</b>	<b>\$1,641,355</b>	<b>\$1,509,775</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>10</b>

# POLICE REVIEW & ADVISORY BOARD

## DEPARTMENT OVERVIEW

The Police Review and Advisory Board (PRAB) is an independent agency responsible for civilian oversight of the Cambridge Police Department. The Board is composed of five civilian members who are representative of the city's racial, social, and economic diversity. PRAB was established by Cambridge City Ordinance in 1984 to:



- Provide for citizen participation in reviewing Police Department policies, practices, and procedures;
- Provide prompt, impartial, and fair investigation of complaints brought by individuals against members of the Cambridge Police Department; and
- Develop programs and strategies to promote positive police/community relations and to provide opportunities for expanded discussions, improved understanding, and innovative ways of resolving differences.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
TAXES	\$73,440	\$75,235	\$77,435
<b>TOTAL BUDGETED REVENUE</b>	<b>\$73,440</b>	<b>\$75,235</b>	<b>\$77,435</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$72,455	\$72,310	\$73,735
OTHER ORDINARY MAINTENANCE	\$520	\$700	\$700
TRAVEL & TRAINING	\$2,625	\$3,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$75,600</b>	<b>\$76,010</b>	<b>\$77,435</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# POLICE REVIEW & ADVISORY BOARD - ADMINISTRATION

## MISSION & SERVICES

PRAB employs its own staff and works with CPD's Professional Standards Unit to investigate all complaints. An investigation includes interviews with the complainant, involved police officer(s), and other relevant individuals, as well as reviews of police reports, witness statements, and other information. The Board reviews the investigative report and may accept the report or order additional investigation into the complaint. Once the investigation process is complete, the Board will make a determination as to whether or not a violation of policy or procedures occurred. If the Board finds no violation of policy or procedures, it may still make a recommendation to the City Manager and Police Commissioner about changes that should be made. The table below shows the number of formal complaints received by PRAB and CPD during the last five calendar years.

CALENDAR YEAR	2010		2011		2012		2013		2014	
CASE ACTIVITY	OPENED	CLOSED	OPENED	CLOSED	OPENED	CLOSED	OPENED	CLOSED	OPENED	CLOSED
PRAB Complaints	5	5	4	3	7	7	8	7	8	5
CPD Complaints	12	12	7	5	16	8	14	25	7	6
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>11</b>	<b>8</b>	<b>23</b>	<b>15</b>	<b>22</b>	<b>32</b>	<b>15</b>	<b>11</b>

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Conduct education and outreach efforts to: increase public awareness of the Board's mission, work, and services; and foster better understanding of police procedures, civil rights laws, and what to do when stopped by police officers.
-  2. Provide effective case intake, interviews, and investigations. Issue investigative findings in conjunction with the Professional Standards Unit of the Police Department.
-  3. Work with the Police Department and other City departments to train Board members and PRAB staff to enhance the Board's effectiveness.
-  4. Review Police Department policies, practices, and procedures and make recommendations that promote positive police/community relations and reduce the number and frequency of incidents that lead to complaints.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Public outreach and information sessions held	13	12	12
3	Training sessions for Board members	4	5	4
3	Police training sessions attended by PRAB staff	4	4	4

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$72,455	\$72,310	\$73,735
OTHER ORDINARY MAINTENANCE	\$520	\$700	\$700
TRAVEL & TRAINING	\$2,625	\$3,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$75,600</b>	<b>\$76,010</b>	<b>\$77,435</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# TRAFFIC, PARKING & TRANSPORTATION

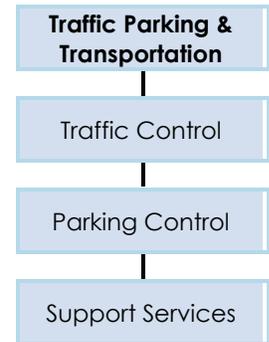
## DEPARTMENT OVERVIEW

The Traffic, Parking & Transportation (TPT) Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling, and transit. The Department is organized in three divisions: Traffic Control, Parking Control, and Support Services.

Traffic Control maintains pavement markings, including crosswalks and bicycle lanes; manages operation of traffic signals; conducts traffic study reviews; and administers the street occupancy permit program. 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.

Parking Control enforces parking regulations; installs and maintains parking meters; oversees operation of the two City parking garages; collects and adjudicates parking tickets; and operates the resident permit program.

Support Services is responsible for the administration and operation of the entire Department.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$6,564,850	\$5,965,260	\$6,065,260
FINES & FORFEITS	\$6,167,335	\$5,731,880	\$4,861,110
LICENSES & PERMITS	\$525,125	\$477,500	\$527,500
MISCELLANEOUS REVENUE	\$30,000	\$30,000	\$30,000
<b>TOTAL BUDGETED REVENUE</b>	<b>\$13,287,310</b>	<b>\$12,204,640</b>	<b>\$11,483,870</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,314,790	\$7,667,295	\$8,076,830
OTHER ORDINARY MAINTENANCE	\$3,283,890	\$3,300,575	\$3,297,040
TRAVEL & TRAINING	\$37,705	\$49,225	\$41,000
EXTRAORDINARY EXPENDITURES	\$61,625	\$69,000	\$69,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$10,698,010</b>	<b>\$11,086,095</b>	<b>\$11,483,870</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>81</b>	<b>81</b>	<b>82</b>

# TRAFFIC, PARKING & TRANSPORTATION - TRAFFIC CONTROL

## MISSION & SERVICES

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 permits; and reviewing major construction projects and new developments. The Division manages 134 signalized intersections, 22 warning flashers, and 34 school zone flashers.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Implement programs that improve pedestrian safety and ease of mobility.**
2. **Process and post street occupancy permits in a timely and customer-oriented manner.**
-  3. **Increase safety on our streets by defining space allocated for vehicles and bicycles.**
4. **Maintain strong customer services 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 street name signs.**
5. **Provide timely and professional review of traffic studies of large projects. Work closely with CDD and the Planning Board in reviewing and identifying mitigation measures.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Number of street occupancy permits issued	7,817	7,500	7,400
2	Number of moving van and moving container permits issued	6,460	6,200	6,200
2	Percent of moving van permits submitted through pay online	93	93	93
4	Number of completed site investigations conducted	174	110	150
4	Number of completed traffic studies	19	10	15
4	Number of traffic regulatory signs replaced or installed	1,907	1,200	1,750
4	Number of street name signs replaced	104	90	100
5	Number of large project traffic studies reviewed for projects seeking Planning Board permits	7	5	4

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$5,453,345	\$5,664,265	\$6,000,815
OTHER ORDINARY MAINTENANCE	\$2,351,550	\$2,343,060	\$2,402,290
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$7,804,895</b>	<b>\$8,007,325</b>	<b>\$8,403,105</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>64</b>	<b>64</b>	<b>65</b>

# TRAFFIC, PARKING & TRANSPORTATION - PARKING CONTROL

## MISSION & SERVICES

The Parking Control Division is responsible for the residential and metered parking programs, the City's two parking garages, and nine metered parking lots, as well as for the enforcement, processing, and adjudication of the City's parking regulations.

The Parking Services Program is responsible for issuance of resident parking permits and visitor parking permits, and collection and adjudication of parking tickets. Customer service is continuously being improved to provide as many services as possible online.

The Parking Meter staff is responsible for the installation, maintenance, collection, and repair of the City's parking meters. Meters provide short-term parking for visitors and shoppers. The City's parking lots now have multi-space pay stations which accept quarters and credit/debit cards. The Division is exploring installing smart meters with a pay-by-phone option.

The Parking Enforcement Unit enforces the City's parking regulations daily, Monday through Saturday, except on Commonwealth of Massachusetts holidays.

The Division is also responsible for the two City garages, Green Street Garage and First Street Garage; the management contract for these facilities; and the preventive maintenance program for the two structures.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  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.
-  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.
-  3. Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Short-term, on-street spaces managed by parking meters and pay stations	3,140	3,161	3,161
3	Percent of tickets paid within 21 days from issuance without a notice	62.5%	61%	61%
3	Percent of tickets issued this fiscal year that have been paid this year	86.8%	85%	85%
3	Percent of tickets issued this fiscal year that have been adjusted/dismissed	4.0%	4.4%	4.3%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,081,220	\$1,156,030	\$1,181,385
OTHER ORDINARY MAINTENANCE	\$731,890	\$780,330	\$711,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,813,110</b>	<b>\$1,936,360</b>	<b>\$1,892,885</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>10</b>	<b>10</b>	<b>10</b>

# TRAFFIC, PARKING & TRANSPORTATION - SUPPORT SERVICES

## MISSION & SERVICES

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 constituents and to support employees in more efficiently performing their jobs.



Redesigned TPT website

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. Seek to continuously improve the efficiency and professionalism of 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.
2. Maintain TPT website with up-to-date, useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Number of web forms submitted for signal inquiries	167	200	225
2	Number of web forms submitted for sign inquiries	96	140	175
2	Number of web forms submitted for parking consideration	3,932	3,800	3,800
2	Number of web forms submitted for parking ticket disputes	8,788	8,400	8,200

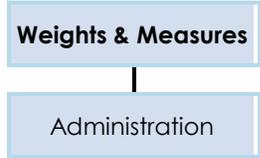
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$780,225	\$847,000	\$894,630
OTHER ORDINARY MAINTENANCE	\$200,450	\$177,185	\$183,250
TRAVEL & TRAINING	\$37,705	\$49,225	\$41,000
EXTRAORDINARY EXPENDITURES	\$61,625	\$69,000	\$69,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,080,005</b>	<b>\$1,142,410</b>	<b>\$1,187,880</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# WEIGHTS & MEASURES

## DEPARTMENT OVERVIEW

The Department of Weights and Measures is charged with ensuring that equity and fairness prevails 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 for home heating oil, as well as hospital, health clinic, truck, factory, pharmacy, and retail store scales. The Department also inspects prepackaged food and merchandise for compliance with weight, measures, and labeling requirements, and investigates complaints of short weight, measure, or count. The Department uses the National Institute of Standards and Technology's (NIST) Handbook 44 in its testing of weighing and measuring devices.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$44,505	\$38,000	\$38,000
FINES & FORFEITS	\$3,625	\$1,225	\$1,000
INTERGOVERNMENTAL REVENUE	\$17,925	\$17,925	\$17,925
TAXES	\$86,115	\$86,510	\$88,950
<b>TOTAL BUDGETED REVENUE</b>	<b>\$152,170</b>	<b>\$143,660</b>	<b>\$145,875</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$129,885	\$134,350	\$135,850
OTHER ORDINARY MAINTENANCE	\$7,285	\$7,280	\$6,780
TRAVEL & TRAINING	\$2,740	\$2,745	\$3,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$139,910</b>	<b>\$144,375</b>	<b>\$145,875</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# WEIGHTS & MEASURES - ADMINISTRATION

## MISSION & SERVICES

The Weights and Measures Department helps ensure that consumers and businesses in Cambridge act responsibly and are treated fairly by conducting inspections and educating the public on weights and measures rules and regulations. The City Sealer provides advice to merchants on the packaging and labeling of goods, investigates complaints about measuring devices, inspects weighing and measuring devices used by transient vendors, and performs biannual inspections of all stores with three or more scanners. The Department is responsible for ensuring price accuracy on over 400 scanner systems and that 257 taxi meters in the city conform to legal regulations. In FY15, the Department began accepting credit and debit card payments via the Cashier's window at City Hall.



Properly sealed taxi meter

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.
-  2. Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.
-  3. Continue inspection of taxi meters; one inspection per meter per year is required.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of scales, avoirdupois weights, metric weights, and apothecary and Troy weights tested	1,023	1,257	1,257
1	Gasoline pump meters and vehicle oil tanks tested	380	378	380
1	Reverse vending machines inspected	22	22	22
2	Prepackaged food inspections	1,051	1,150	1,150
2	Scanner system inspections - spot inspections	96	120	120
3	Required taxi meter inspections performed	257	257	257
3	Additional taxi meter inspections performed	106	150	150

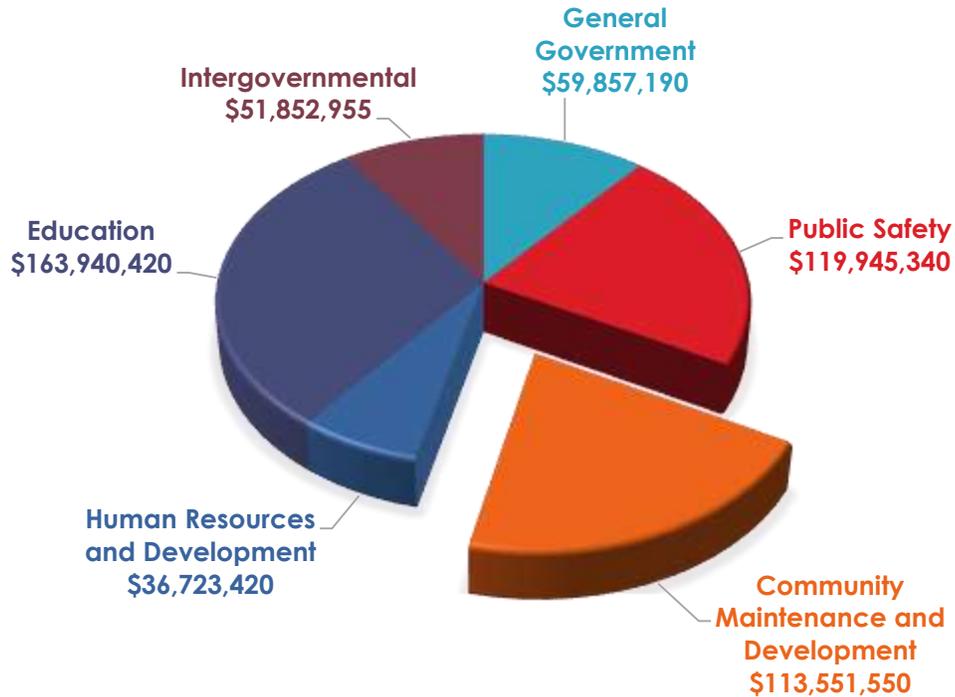
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$129,885	\$134,350	\$135,850
OTHER ORDINARY MAINTENANCE	\$7,285	\$7,280	\$6,780
TRAVEL & TRAINING	\$2,740	\$2,745	\$3,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$139,910</b>	<b>\$144,375</b>	<b>\$145,875</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

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# COMMUNITY MAINTENANCE AND DEVELOPMENT

FY16 OPERATING BUDGET – EXPENDITURES BY FUNCTION: \$545,870,875



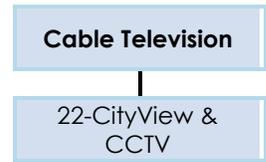
## COMMUNITY MAINTENANCE AND DEVELOPMENT

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 PROPOSED
CHARGES FOR SERVICES	\$40,379,485	\$41,941,910	\$40,644,975
FINES & FORFEITS	\$1,198,195	\$1,198,195	\$1,198,195
INTERGOVERNMENTAL REVENUE	\$5,307,480	\$5,476,705	\$3,939,290
LICENSES & PERMITS	\$983,145	\$980,000	\$610,000
MISCELLANEOUS REVENUE	\$1,305,920	\$542,450	\$1,604,805
TAXES	\$59,662,665	\$62,400,290	\$65,554,285
<b>TOTAL BUDGETED REVENUE</b>	<b>\$108,836,890</b>	<b>\$112,539,550</b>	<b>\$113,551,550</b>
PROGRAM EXPENDITURES			
CABLE TELEVISION	\$1,417,250	\$1,506,550	\$1,536,585
COMMUNITY DEVELOPMENT	\$5,642,395	\$6,003,225	\$7,359,590
CONSERVATION COMMISSION	\$124,095	\$129,215	\$130,585
DEBT SERVICE	\$49,676,165	\$51,357,360	\$54,664,525
HISTORICAL COMMISSION	\$622,560	\$691,550	\$654,580
PEACE COMMISSION	\$139,655	\$148,970	\$151,510
PUBLIC WORKS	\$34,061,760	\$40,045,185	\$35,090,060
WATER	\$13,536,855	\$13,734,625	\$13,964,115
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$105,220,735</b>	<b>\$113,616,680</b>	<b>\$113,551,550</b>

# CABLE TELEVISION

## DEPARTMENT OVERVIEW

Cable Television/22-CityView is responsible for the broadcast television production needs related to the programming of the City. 22-CityView, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to Cambridge. The channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in areas including, but not limited to, education, culture, arts, health and human services, and history.



The Cable Television budget also includes an allocation of \$885,440 from cable TV license fees to support CCTV, the non-governmental public television station in Cambridge.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$1,456,160	\$1,395,425	\$1,400,730
TAXES	\$68,875	\$97,495	\$135,855
<b>TOTAL BUDGETED REVENUE</b>	<b>\$1,525,035</b>	<b>\$1,492,920</b>	<b>\$1,536,585</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$521,780	\$546,820	\$569,895
OTHER ORDINARY MAINTENANCE	\$893,315	\$956,280	\$963,240
TRAVEL & TRAINING	\$2,155	\$3,450	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,417,250</b>	<b>\$1,506,550</b>	<b>\$1,536,585</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# CABLE TELEVISION - 22-CITYVIEW & CCTV

## MISSION & SERVICES

22-CityView plays an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. 22-CityView, on occasion, also serves as a forum for addressing issues of immediate concern to the citizenry of Cambridge. In its upcoming season, 22-CityView will continue to partner with a number of City departments and agencies to produce and broadcast programs and specials. The Department is committed to offering high quality programming that will serve the viewing public and allow for dissemination of pertinent information.



22-CityView studio

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. Work with City departments utilizing 22-CityView production services.
2. Continue to provide a wide range of viewing options utilizing both acquired and 22-CityView produced programming.
-  3. Introduce closed captioning technology into City Council and Ordinance Committee broadcasts.
-  4. Recommit 22-CityView's focus to increasing the volume of Cambridge-based original programming.
-  5. With an eye towards increasing viewership and embracing the many ways that people receive information, present all produced content across our three broadcast platforms - Channel 22, the Department website, and the Department's YouTube channel.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of department-related studio based programs	13	25	35
2	Hours per week of programming	105	105	105
2	Number of 22-CityView produced programs aired per day	8	7	10
2	Number of hours of live City Council and Ordinance meetings covered	153	144	120
2	Number of hours of City Council and Ordinance meetings rebroadcast	n/a	200	200
4	Number of Cambridge-based, local programs produced	n/a	20	25

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$521,780	\$546,820	\$569,895
OTHER ORDINARY MAINTENANCE	\$893,315	\$956,280	\$963,240
TRAVEL & TRAINING	\$2,155	\$3,450	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,417,250</b>	<b>\$1,506,550</b>	<b>\$1,536,585</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# COMMUNITY DEVELOPMENT

## DEPARTMENT OVERVIEW

As the City’s planning agency, the Community Development Department (CDD) works to guide future growth and manage change to best support overall health, sustainability, quality of life, and diversity of the city. CDD’s four programmatic divisions – Community Planning, Economic Development, Environmental & Transportation Planning, and Housing – work across disciplines to foster environmental best practices, strengthen the character of the city’s neighborhoods, create and preserve affordable housing, encourage non-auto modes of transportation, and support sustainable growth that contributes to the tax base, expands job opportunities for residents, and enables a high level of services in Cambridge.

The Department advances the City’s goals through comprehensive planning efforts and targeted programs, seeking to strengthen communication and build productive community partnerships. CDD’s work is funded through a combination of grants, taxes, and federal programs, including the Community Development Block Grant (CDBG) and HOME, the largest federal block grant program for affordable housing.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$396,395	\$431,395	\$431,395
FINES & FORFEITS	\$140,000	\$140,000	\$140,000
INTERGOVERNMENTAL REVENUE	\$2,002,000	\$2,250,020	\$875,810
LICENSES & PERMITS	\$142,060	\$95,000	\$55,000
MISCELLANEOUS REVENUE	\$49,505	\$130,170	\$90,915
TAXES	\$3,856,210	\$4,587,970	\$5,766,470
<b>TOTAL BUDGETED REVENUE</b>	<b>\$6,586,170</b>	<b>\$7,634,555</b>	<b>\$7,359,590</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$5,157,945	\$5,417,565	\$6,118,330
OTHER ORDINARY MAINTENANCE	\$451,395	\$544,845	\$1,074,445
TRAVEL & TRAINING	\$33,055	\$40,815	\$46,815
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$120,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,642,395</b>	<b>\$6,003,225</b>	<b>\$7,359,590</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>43</b>	<b>43</b>	<b>45</b>

# COMMUNITY DEVELOPMENT - ADMINISTRATION

## MISSION & SERVICES

The Administration Division provides leadership, policy direction, and financial, regulatory, and operational support to CDD, and coordinates with other City departments and outside agencies. The Division consists of general management and administration as well as fiscal and grant program management. The Administration Division manages program and activity funds totaling more than ten times the size of CDD’s tax-funded budget, including federal block grants, housing trust funds, and several project-specific grants, with administrative costs of approximately 10% of the total managed. Through careful stewardship, the Division works to ensure that resources are broadly spread in the community and are efficiently targeted to evolving needs over time.



Cambridge's strength and vibrancy reflect the City's strategic and interdisciplinary approach to managing growth and directing resources to advance citywide priorities

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 

1. Work to advance Cambridge’s long-term interests through strong advocacy at the state and federal levels for community development program legislation, regulation, and funding—particularly CDBG and HOME. Adopt best professional practices and new technology to add value to City initiatives and effectively direct resources to support City priorities.
- 

2. Seek to leverage the City’s resources to generate additional funding and in-kind contributions from community partners to implement projects and programs that advance citywide goals.
- 

3. Broaden community outreach to engage new audiences and offer a range of opportunities to participate in comprehensive and project planning activities.
- 

4. Provide administrative and operational support for all Department functions. Continue ongoing staff performance management and provide professional development opportunities for all employees. Provide meaningful learning experiences to interns and youth program participants who work with permanent staff to provide essential additional capacity to the Department.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,414,930	\$1,446,775	\$1,553,350
OTHER ORDINARY MAINTENANCE	\$42,855	\$73,900	\$90,035
TRAVEL & TRAINING	\$29,530	\$37,415	\$46,290
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$120,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,487,315</b>	<b>\$1,558,090</b>	<b>\$1,809,675</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# COMMUNITY DEVELOPMENT - COMMUNITY PLANNING

## MISSION & SERVICES

The Community Planning Division guides growth and development in the city by providing planning and design services related to zoning, urban design, neighborhood planning, parks and open space, and data/geographic/graphic information. The Division conducts planning initiatives, oversees the design and development of parks and open space, and supports the work of the Cambridge Planning Board. The Division's efforts directly support the City's community building, environmental, and economic development goals as they enhance the overall livability and desirability of Cambridge.



A community place-making process for Harvard Square generated experimentation and improvements, including new plantings, movable tables and chairs, and more frequent programming

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Work with residents, businesses, and other affected parties to conduct planning initiatives addressing issues such as zoning, urban design, sustainability, housing, economic development, retail mix, and open space.**
- 


**2. Review public and private developments and master plans to ensure that all projects incorporate high quality urban design and appropriate sustainability elements. Staff and assist the Planning Board in conducting its duties as it reviews special permits and proposed zoning amendments.**
- 
**3. Increase the quality, quantity, and accessibility of planning information, internally and externally, to support needs assessment and effective targeting of resources and services within the community.**
- 
**4. Provide park and open space planning, design, and construction supervision services for City parks and other open space initiatives.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Launch citywide planning initiative and work plan to establish a shared vision for the City's future (percent complete)	n/a	n/a	50%
2	Number of projects undergoing urban design review	46	30	42
4	Number of open space projects in design or construction phase	9	6	9

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,293,100	\$1,331,545	\$1,561,580
OTHER ORDINARY MAINTENANCE	\$161,185	\$173,050	\$301,550
TRAVEL & TRAINING	\$530	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,454,815</b>	<b>\$1,505,120</b>	<b>\$1,863,655</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>12</b>

# COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT

## MISSION & SERVICES

The Economic Development Division’s (EDD) role is to provide a robust, sustainable, entrepreneurial, and diverse economy with a fully educated and employed workforce. EDD strives to encourage new business growth, strengthen local independent businesses, attract and retain large businesses such as those in the life sciences and technology sectors, and support the development of the city's workforce with programs such as the Cambridge Biomedical Careers Program and Cambridge Entrepreneurship Assistance Program. EDD provides technical assistance and collaborates across the community to achieve the below objectives.



Street-level activity in Cambridge is a key measure of quality of life and overall community health

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Cultivate a supportive environment for business, with particular emphasis on small, women- and minority- owned businesses. Promote thriving commercial districts and facilitate beneficial connections for local businesses.**
-  2. **Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector.**
-  3. **Market Cambridge as a location for business and maintain a supportive business climate; build on the city's competitive advantages to attract and retain local businesses. Strengthen mutually beneficial partnerships with businesses and institutions.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number attending small business workshops and receiving start up, expansion, relocation, or business development assistance	234	250	255
1	Number of businesses that received façade, signage and lighting, and storefront access improvements	12	15	12
1	Number of small businesses assisted through the Best Retail Practices Program and Retail Interior Accessibility Program (includes workshops, grants, and in-store consultations)	10	15	18
1	Provide technical assistance to local business associations and neighborhood groups to develop community events and programming in Cambridge commercial districts (# events/orgs receiving assistance)	15	15	15

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$377,000	\$392,470	\$401,000
OTHER ORDINARY MAINTENANCE	\$29,650	\$14,600	\$15,600
TRAVEL & TRAINING	\$2,995	\$2,875	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$409,645</b>	<b>\$409,945</b>	<b>\$416,600</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# CDD - ENVIRONMENTAL & TRANSPORTATION PLANNING

## MISSION & SERVICES

The Environmental & Transportation Planning Division promotes livability and addresses climate change by developing policies, programs, and projects to increase walking, biking, and transit trips; supporting health through active transportation; decreasing vehicle trips; promoting energy efficiency and clean energy; reducing greenhouse gases and other pollutants; and making the city resilient to future climate change. The Division collaborates with other departments on municipal initiatives and works with the city's businesses, institutions, and residents to encourage sustainability and economic vitality in neighborhoods and commercial districts.



By transforming street parking spots into temporary "parklets," Cambridge's annual PARK(ing) Day event raises awareness, community collaboration, and conversation around use of the public realm

In FY16, the Division will focus on climate change mitigation and preparedness efforts, including building energy use disclosure, setting Cambridge on the trajectory to eliminate carbon emissions from building operations, becoming resilient to heat and flooding impacts, and greening the energy supply. The Division will also focus on bicycle network planning; strategies to support and promote walking, biking, or taking the bus to school; transit strategic planning; reducing traffic impacts from development projects; and local and regional transportation infrastructure improvements that promote quality of life, access, and improved air quality.

The effort to eliminate carbon emissions from building operations will in FY16 focus on the development of a low carbon energy supply strategy for the City as a whole. This study, as well as the climate change preparedness plan, will be coordinated with citywide planning to ensure that the long-range climate mitigation and preparedness goals are incorporated into the vision for the city's growth. The Division will also continue to play a key role in the development of a long-range mobility strategy for Cambridge through the citywide planning process.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Plan, advocate for, and implement measures to enhance safety and encourage walking, bicycling, and public transit use by all segments of the population, including children.**
-   
 2. **Work to implement major infrastructure projects and transportation demand management programs that promote vehicle trip reduction.**
-  3. **Develop planning strategies, specific policies, and programs to address barriers to greenhouse gas emission reductions and facilitate implementation.**
-  4. **Assess climate change vulnerability and propose preparedness strategies to make Cambridge more resilient to and anticipate climate change impacts.**
-  5. **Use engagement and education to inspire community members to provide input and, over time, to change behaviors to advance Cambridge's transportation and climate priorities.**

## CDD - ENVIRONMENTAL & TRANSPORTATION PLANNING

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of projects to support and enhance conditions for bicycling, walking, and/or use of public transportation, such as public bike rack installations and traffic calming	10	10	10
1	Number of schools engaged in Safe Routes to School Initiative	n/a	n/a	6
2	Number of local and regional transportation infrastructure projects and programs that advance the City's environmental, public health, and community livability goals, such as Hubway bike share and the Transit Strategic Plan	12	10	10
2	Number of Parking and Transportation Demand Management plans and special permits reviewed and/or monitored for compliance	55	59	60
2	Number of initiatives to reduce City employee vehicle trips	11	10	10
3	Number of initiatives to reduce total fossil fuel energy use in buildings and vehicles	3	4	5
3	Number of initiatives to increase the portion of our total energy use supplied by renewables	2	3	5
4	Progress towards completing climate change preparedness plans	n/a	n/a	50%

### DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,024,560	\$1,114,295	\$1,368,740
OTHER ORDINARY MAINTENANCE	\$171,905	\$199,710	\$588,210
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,196,465</b>	<b>\$1,314,005</b>	<b>\$1,956,950</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>9</b>	<b>10</b>

# COMMUNITY DEVELOPMENT - HOUSING

## MISSION & SERVICES

The Housing Division works to address the housing needs of low-, moderate-, and middle-income residents through initiatives to create and preserve affordable housing, especially for families with children. Creation of new affordable housing is a priority, as is the preservation of existing affordable housing. The Division offers both affordable rental and ownership housing to residents, provides education and counseling services to homebuyers, and offers low-interest and deferred financing to help owners make necessary home repairs and keep rents affordable. The Division works closely with the Affordable Housing Trust, which provides funding for many of its housing initiatives.



The first of four buildings to be rehabbed as part of the preservation of Bishop Allen Apartments, a 32-unit affordable development

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase and preserve the supply of affordable housing in the city.
-  2. Provide housing and assistance to tenants and applicants: offer affordable rental housing to eligible applicants, oversee affordable units created through the inclusionary housing program, and monitor compliance of rental units assisted with City financing.
-  3. Provide housing and assistance to homebuyers and homeowners: offer first-time homebuyer education and counseling, offer affordable homes and financial assistance to buyers, and offer rehab assistance and financing to homeowners.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	New rental units under development and existing units preserved as affordable housing with City financing	94	100	100
1	New affordable homeownership units under development with City financing and older homes rehabilitated for new buyers	15	15	15
1	New affordable inclusionary housing units approved	29	85	100
2	New households provided with affordable rental housing through CDD	n/a	n/a	100
3	New households purchasing affordable homes through CDD	22	15	15

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,048,355	\$1,132,480	\$1,233,660
OTHER ORDINARY MAINTENANCE	\$45,800	\$83,585	\$79,050
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,094,155</b>	<b>\$1,216,065</b>	<b>\$1,312,710</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>9</b>	<b>9</b>	<b>9</b>

# CONSERVATION COMMISSION

## DEPARTMENT OVERVIEW

The Conservation Commission's mission is to protect and enhance the wetland resource areas within the City, including water bodies, riverfront, bordering vegetated wetlands, isolated wetlands, floodplains, and associated buffer zones. The Commission has two functions: to administer the Massachusetts Wetlands Protection Act (MWPA) and Stormwater Management Policy, and to enhance the city's open spaces.



The Conservation Director works with the seven-member volunteer commission to fulfill the statutory requirements of the MWPA, which includes conducting public hearings to review, permit, and maintain compliance of projects in and around Cambridge's wetlands, floodplains, and water bodies.

In addition, the Director works along with many other City departments to enhance open space on a variety of boards and committees.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$44,870	\$46,850	\$50,585
TAXES	\$81,395	\$81,395	\$80,000
<b>TOTAL BUDGETED REVENUE</b>	<b>\$126,265</b>	<b>\$128,245</b>	<b>\$130,585</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$122,620	\$127,315	\$128,685
OTHER ORDINARY MAINTENANCE	\$815	\$1,000	\$1,000
TRAVEL & TRAINING	\$660	\$900	\$900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$124,095</b>	<b>\$129,215</b>	<b>\$130,585</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# CONSERVATION COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Commission Director provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues. The Commission also works with regional, state, and federal agencies to address short- and long-term environmental concerns.

To promote and enhance the city's open space, the Commission supports administration of the Community Preservation Act and serves as a member of the Fresh Pond Advisory Board, Open Space Committee, Mystic River Watershed Municipal Sub-Committee, and the Food and Fitness Policy Council. The Director also manages the Community Garden Program, coordinating 13 active gardens serving over 500 residents across Cambridge.



Little Fresh Pond shoreline

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Fulfill statutory requirements under the MWPA.
-  2. Administer and enhance the Community Garden Program.
-  3. Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and Water Department staff.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of permits issued	22	20	20
1	Number of site inspections	112	100	100
1	Create a webpage that locates and describes permitted projects	n/a	n/a	100%
2	Number of gardens on public land	10	11	11
2	Number of gardens on private land	3	3	3
2	Estimated number of gardeners	510	535	535
3	Number of projects being administered	10	10	10
3	Number of site inspections	82	75	75

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$122,620	\$127,315	\$128,685
OTHER ORDINARY MAINTENANCE	\$815	\$1,000	\$1,000
TRAVEL & TRAINING	\$660	\$900	\$900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$124,095</b>	<b>\$129,215</b>	<b>\$130,585</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# DEBT SERVICE

## DEPARTMENT OVERVIEW

Debt Service payments cover a wide variety of projects, including sewer reconstruction, open space improvements, street improvements, improvements to the City’s many recreational facilities, and renovations to various public buildings, including the King Elementary School, Public Safety Facility, Main Library, and Cambridge Rindge and Latin School.

The City issued bonds on March 3, 2015 to finance renovations to the King Elementary School, sewer reconstruction, Kendall Square surface improvements, street and sidewalk reconstruction, open space improvements at Cambridge Common, and park improvements at Danehy Park and the Golf Course. In conjunction with this bond sale, the City received the highest credit ratings awarded by the three major rating agencies: Moody’s Investors Service, Standard & Poor’s Corporation, and Fitch Ratings. Cambridge is one of approximately 34 cities nationally to receive the highest rating (AAA) from all three agencies.

The following expenditures are included in Debt Service:

**Bond Sale Fees:** Fees include 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.

**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.

**Maturing Bonded Debt:** This allotment covers the cost of principal payments on the City’s existing bonded debt and principal payments on the City’s loans from the Massachusetts Water Pollution Abatement Trust, the Massachusetts Water Resources Authority, and the Massachusetts School Board Authority, which have been used to cover a large portion of the costs of various sewer reconstruction and school projects.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$15,351,390	\$16,177,665	\$18,395,915
INTERGOVERNMENTAL REVENUE	\$1,960,970	\$1,882,175	\$1,723,970
MISCELLANEOUS REVENUE	\$1,044,500	\$174,310	\$1,300,000
TAXES	\$31,359,390	\$32,601,625	\$33,244,640
<b>TOTAL BUDGETED REVENUE</b>	<b>\$49,716,250</b>	<b>\$50,835,775</b>	<b>\$54,664,525</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$177,115	\$420,000	\$350,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$49,499,050	\$50,937,360	\$54,314,525
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$49,676,165</b>	<b>\$51,357,360</b>	<b>\$54,664,525</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HISTORICAL COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Historical Commission (CHC) protects more than 3,000 buildings in two historic and four neighborhood conservation districts, as well as 38 landmarks and 40 properties under preservation restrictions. Volunteer boards meet monthly to review proposed exterior changes. All buildings over 50 years old are protected by a citywide demolition delay ordinance, which permits delays while preservation alternatives are explored. Property owners, architects, and local institutions consult with CHC staff for technical advice on preservation issues, sustainable building practices, and historic paint colors.



The CHC administers grants funded by the Community Preservation Act (CPA), which benefit City-owned buildings and historic properties belonging to affordable housing agencies, income-eligible owners, and non-profit organizations. The annual Preservation Awards Program honors outstanding local restoration projects.

The CHC’s archive contains information on all 13,000+ Cambridge buildings, historic photographs and maps, and biographical and subject files. Publications include a series of architectural studies and neighborhood oral histories. The staff present programs to local school and community groups and participate in citywide events, such as Open Archives and Discovery Day. The CHC website offers regulation and preservation information, technical and research guides, interactive maps, staff reports, and articles on local history.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$5,000	\$5,000	\$0
MISCELLANEOUS REVENUE	\$1,490	\$4,500	\$4,000
TAXES	\$623,940	\$678,860	\$650,580
<b>TOTAL BUDGETED REVENUE</b>	<b>\$630,430</b>	<b>\$688,360</b>	<b>\$654,580</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$568,070	\$594,370	\$614,170
OTHER ORDINARY MAINTENANCE	\$53,785	\$96,380	\$39,610
TRAVEL & TRAINING	\$705	\$800	\$800
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$622,560</b>	<b>\$691,550</b>	<b>\$654,580</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# HISTORICAL COMMISSION - ADMINISTRATION

## MISSION & SERVICES

As the City’s historic preservation agency, the CHC works to preserve the integrity and diversity of Cambridge’s built environment and to disseminate information about its history. It protects more than 3,000 designated properties, promotes restoration of significant buildings through CPA-funded preservation grants, advises stakeholders on historic preservation issues, reviews the impact of state and federal projects on historic resources, and cares for historic public sites and monuments. The CHC maintains an archive on the city’s architectural and social history and provides learning opportunities to residents of all ages through its publications, history talks and walks, historic site markers, and website.



Each year, Cambridgeport houses share their unique stories on owner-created history markers as part of Cambridgeport History Day

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Administer historic and neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review. Administer a citywide demolition delay ordinance.**
2. **Promote restoration of significant municipal and non-profit buildings through CPA funding.**
3. **Complete website content transition to the new design templates.**
4. **Enhance public access to CHC’s archives through digitization, collections management, and creation of online research aids (multi-year project).**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Total number of applications reviewed by staff	510	475	495
1	Number requiring public hearing	86	82	95
4	Digitization: prepare and begin scanning of high priority collections	n/a	n/a	42%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$568,070	\$594,370	\$614,170
OTHER ORDINARY MAINTENANCE	\$53,785	\$96,380	\$39,610
TRAVEL & TRAINING	\$705	\$800	\$800
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$622,560</b>	<b>\$691,550</b>	<b>\$654,580</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>5</b>	<b>5</b>	<b>5</b>

# PEACE COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. The Commission works with other municipal agencies, communities of faith, nonprofit organizations, and the broader community to promote constructive dialogue and foster understanding.



Officially the “Cambridge Commission on Nuclear Disarmament and Peace Education,” the Peace Commission was established in 1982 to address issues of war and peace in the age of nuclear weapons. Today, the Commission continues to advance peace and justice within Cambridge through building stronger connections and understanding among all communities.

When a city – supported by municipal agencies, faith communities, nonprofit organizations, and concerned and engaged individuals – undertakes activities to build connections and strengthen relationships, sustainable positive change can occur. To this end, the Peace Commission supports efforts that increase awareness, mobilize communities, and activate residents to create a safe, healthy, and supportive city. The Commission recognizes and sustains the powerful link between relationships, dialogue, and understanding to enhance our community by:

- Serving on the Steering Committee of the Cambridge Community Response Network, which was established collaboratively with the Public Health, Police, Human Service Programs, and School Departments to support the community in the wake of traumatic events.
- Working with the Police Department and local clergy as part of the Police Chaplaincy Program, serving victims, community members, and first responders who have experienced traumatic events.
- Continuing the Summer of Peace Initiative to promote a summer free of youth violence by bringing together City staff, schools, clergy, youth centers, police, clinicians, academics, and community activists to identify potential problems and sources of violence in the community, foster collaborations among the agencies, share information, and report on accomplishments.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$23,450	\$23,450	\$23,450
TAXES	\$120,490	\$124,995	\$128,060
<b>TOTAL BUDGETED REVENUE</b>	<b>\$143,940</b>	<b>\$148,445</b>	<b>\$151,510</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$132,650	\$136,795	\$139,335
OTHER ORDINARY MAINTENANCE	\$7,005	\$10,325	\$10,325
TRAVEL & TRAINING	\$0	\$1,850	\$1,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$139,655</b>	<b>\$148,970</b>	<b>\$151,510</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# PEACE COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The Peace Commission coordinates and supports compassionate responses to traumatic events and violence affecting Cambridge so that when serious issues occur, the community is prepared and able to react, commemorate, or recover and heal together. The Commission builds trust and relationships by fostering dialogue and connection between diverse groups through community conversations, vigils, and other activities that promote a strong and resilient community. The Commission supports Cambridge's Sister City relationships, including those with Les Cayes, Haiti; San José Las Flores, El Salvador; and Yerevan, Armenia. The Commission organizes public programs and events, including annual commemorations of Dr. Martin Luther King and the Holocaust.



CRLS Strong gathering after the Boston Marathon bombings

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Work with faith communities on issues of peace, social justice, and community building, providing a bridge to City government and creating greater understanding and dialogue.**
2. **Respond to traumatic events affecting the community in ways that build relationships, support dialogue, and enhance understanding.**
3. **Create and support citywide and neighborhood-based cross-sector partnerships and collaborations to promote diversity and inclusion, and to build stronger connections and understanding among all aspects of the community.**
4. **Support Cambridge's Sister City relationships and connect them to related communities within the city. Strengthen the City's relationship with Les Cayes, Haiti.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Cross-sector collaborations and events with City departments, community and nonprofit organizations, and faith communities	13	14	16
3	Participants at community and recognition events and public commemorations	1,470	1,500	1,500
4	Public forums and educational events on issues of local and global concern, including Cambridge's Sister Cities	33	31	35
4	Individuals involved in community building efforts through forums, meetings, presentations, workshops, and events	786	730	800

## DIVISION FINANCIAL OVERVIEW

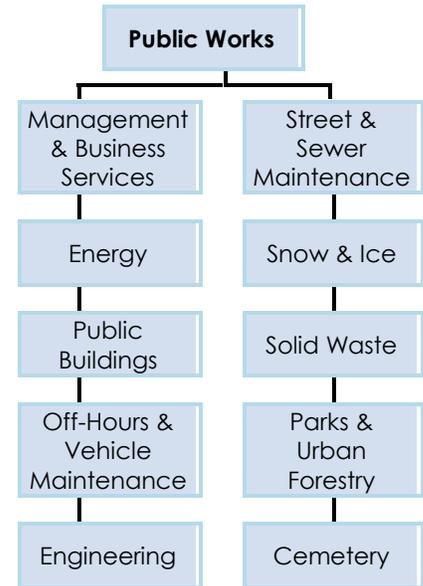
EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$132,650	\$136,795	\$139,335
OTHER ORDINARY MAINTENANCE	\$7,005	\$10,325	\$10,325
TRAVEL & TRAINING	\$0	\$1,850	\$1,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$139,655</b>	<b>\$148,970</b>	<b>\$151,510</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# PUBLIC WORKS

## DEPARTMENT OVERVIEW

The mission of the Department of Public Works (DPW) is to:

- Provide dependable, high quality services.
- Develop a safe, healthy, livable environment.
- Engage the community and provide excellent customer service.
- Plan for a sustainable future.



## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$6,400,740	\$6,600,450	\$6,402,235
FINES & FORFEITS	\$1,058,195	\$1,058,195	\$1,058,195
INTERGOVERNMENTAL REVENUE	\$1,316,060	\$1,316,060	\$1,316,060
LICENSES & PERMITS	\$841,085	\$885,000	\$555,000
MISCELLANEOUS REVENUE	\$210,425	\$233,470	\$209,890
TAXES	\$23,552,365	\$24,227,950	\$25,548,680
<b>TOTAL BUDGETED REVENUE</b>	<b>\$33,378,870</b>	<b>\$34,321,125</b>	<b>\$35,090,060</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$20,989,000	\$22,455,255	\$22,274,055
OTHER ORDINARY MAINTENANCE	\$12,211,985	\$16,460,900	\$12,111,975
TRAVEL & TRAINING	\$186,620	\$354,030	\$104,030
EXTRAORDINARY EXPENDITURES	\$674,155	\$775,000	\$600,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$34,061,760</b>	<b>\$40,045,185</b>	<b>\$35,090,060</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>213</b>	<b>213</b>	<b>215</b>

# PUBLIC WORKS - MANAGEMENT & BUSINESS SERVICES

## MISSION & SERVICES

The Administration Division supports the general management and administrative activities necessary to make Public Works function as a cohesive organization. These include policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations, customer service, and information systems. Administration continually re-evaluates business practices and operations to ensure that Public Works maximizes service delivery and customer service while minimizing costs.

The Business Services Division oversees the financial operations of Public Works. The Division manages operating and capital budgets, pays invoices, prepares and manages contracts, expands the use of technology in administrative functions, and supports the business needs of the Department's operating divisions.



DPW website

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Provide excellent customer service, public information, and responsiveness to requests and complaints. Work toward continual improvement in these areas through better business practices and use of technology.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,869,785	\$1,958,270	\$1,993,650
OTHER ORDINARY MAINTENANCE	\$151,745	\$162,760	\$127,885
TRAVEL & TRAINING	\$183,570	\$346,140	\$96,140
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,205,100</b>	<b>\$2,467,170</b>	<b>\$2,217,675</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>15</b>	<b>15</b>	<b>16</b>

# PUBLIC WORKS - ENERGY

## MISSION & SERVICES

DPW's Energy program supports the City in meeting energy and greenhouse gas reduction and sustainability goals by:

- Tracking and analyzing City energy and fuel use and expenses.
- Planning and project management support for energy efficiency upgrade projects in close to 30 City facilities. These projects helped the City achieve its 20% Massachusetts Green Communities energy reduction goal from a 2008 baseline.
- Collaborating with other City departments to identify best practices for resource-efficient and climate-resilient municipal operations.
- Sharing sustainability efforts, successes, and challenges with other departments and the public in a transparent and accessible fashion, including providing Building and Energy Use Disclosure ordinance reporting for municipal facilities.



Green Communities recognition

DPW pays utility and fuel expenses for 97 City buildings, parks, ball fields, pump stations, and more than 300 municipal vehicles. Costs are supported by this budgetary allotment plus reimbursements from other City departments. The Department also serves as a lead sponsor of Cambridge GreenSense, the municipal employee energy and sustainability awareness program.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to lead by example and implement energy efficiency retrofits at municipal and school facilities, including upgrades to lighting; heating, cooling and ventilation systems; and building management controls.
-  2. Continue to explore advanced energy and sustainability analytics and serve as a sustainability leader for the larger community.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Develop comprehensive energy and sustainability performance metrics and goals through Municipal Facilities Improvement Plan (% complete)	n/a	n/a	90%
2	Identify greenhouse gas emission reduction goals and milestones for municipal facilities (% complete)	n/a	n/a	90%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$1,574,000	\$1,604,500	\$1,752,660
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,574,000</b>	<b>\$1,604,500</b>	<b>\$1,752,660</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# PUBLIC WORKS - PUBLIC BUILDINGS

## MISSION & SERVICES

Public Buildings staff provide carpentry, painting, plumbing, lock installation and repair, sign fabrication, heating, and ventilation services for 35 City buildings, and custodial services to 13 municipal buildings. Energy efficiency and environmental sustainability are a priority in all maintenance and operations. In the broader community, Public Buildings supports approximately 75 public events annually by setting up staging and a public address system and fabricating both temporary and permanent signage.

Public Buildings is responsible for all aspects of construction, renovation, and significant maintenance to City buildings. During FY15, the Division implemented year two of the five-year Systems Renewal Plan for heating, ventilation, and air conditioning (HVAC) systems. The Division plays a key role in the development and implementation of the integrated, multi-year Comprehensive Facilities Improvement Plan that started in FY15.



DPW staff install new carpeting

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Conduct a comprehensive assessment of City buildings and develop a capital improvement plan that addresses a range of needs, including mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability, and accessibility.**
- 
**2. Reduce energy consumption through the installation of energy saving technology and upgrades of equipment, with a focus on implementing the improvements identified in the Systems Renewal Plan for HVAC.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Develop comprehensive facilities improvement plan (percent complete)	n/a	15%	90%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$3,530,455	\$3,677,715	\$3,908,370
OTHER ORDINARY MAINTENANCE	\$1,283,835	\$1,504,975	\$1,313,975
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,814,290</b>	<b>\$5,182,690</b>	<b>\$5,222,345</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>39</b>	<b>40</b>	<b>40</b>

# PUBLIC WORKS - OFF-HOURS & VEHICLE MAINTENANCE

## MISSION & SERVICES

The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment. Each year, Vehicle Maintenance inspects over 250 Cambridge taxis, prepares over 150 City vehicles to receive State Inspection stickers, and conducts in-house Commercial Driver's License training.



DPW vehicles

Public Works plays an important role in the implementation of the City's Green Fleets Policy, which was adopted as part of the Green Communities application process. Under this Policy, all departments must purchase only fuel efficient vehicles for municipal use whenever such vehicles are commercially available and practicable. The City has committed to operating and maintaining its vehicles in a manner that is energy efficient and minimizes emissions of conventional air pollutants and greenhouse gases, and to incorporating alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible.

Vehicle Maintenance has reduced toxics, waste, and costs in its operations by using retreaded tires; using recycled motor and hydraulic oil, antifreeze, washer fluid, and wipe rags; and by recycling approximately 10,000 pounds of metal parts each year.

Off-Hour Services provides Public Works with 24-hour response on a regular and emergency basis. 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 after-hours sewer complaints, fallen trees and tree limbs, building security, and storm-related cleanup; and coordinate with the Cambridge Police and Fire Departments in response to accidents and other emergencies.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,774,065	\$1,875,350	\$1,717,790
OTHER ORDINARY MAINTENANCE	\$685,890	\$670,075	\$458,585
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$674,155	\$775,000	\$600,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,134,110</b>	<b>\$3,320,425</b>	<b>\$2,776,375</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>17</b>	<b>17</b>	<b>17</b>

# PUBLIC WORKS - ENGINEERING

## MISSION & SERVICES

The Engineering Division's primary responsibilities include management of sewer and stormwater infrastructure, stormwater programs, street and sidewalk improvement projects, and infrastructure information.

In FY15, the sewer and stormwater management program included management of a \$110 million Five-Year Public Investment Plan, as well as extensive administrative responsibilities and maintenance programs. Over two decades of major investment in sewer and stormwater infrastructure and maintenance has had a significant, positive impact on improving the water quality of discharges to the Alewife Brook and Charles River and on improving sewer and stormwater levels of service.



DPW crews work on sewer maintenance

The Engineering Division also managed a \$19 million Five-Year Public Investment Plan for street and sidewalk improvements during FY15. This plan includes locations in the planning, design, or construction phase and is updated annually in close coordination with the City's Commission for Persons with Disabilities, Pedestrian Committee, and Bike Committee. The Division continues to emphasize the City's commitment to a "complete streets" program through which streets are designed for all users.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
**1. Continue to implement a comprehensive stormwater management program to improve levels of service in the community and improve water quality in the Charles River and Alewife Brook.**
- 
**2. Monitor construction and manage design of sewer separation and stormwater management projects.**
- 
**3. Improve the function, capacity, and level of service of the City's sanitary sewer and stormwater infrastructure through ongoing maintenance and enhancements.**
- 
**4. Improve sidewalk and roadway infrastructure to advance vehicular safety, cyclist safety, pedestrian safety, and accessibility for persons with disabilities.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,929,285	\$2,051,090	\$2,159,620
OTHER ORDINARY MAINTENANCE	\$251,070	\$243,435	\$285,435
TRAVEL & TRAINING	\$2,550	\$6,690	\$6,690
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,182,905</b>	<b>\$2,301,215</b>	<b>\$2,451,745</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>18</b>	<b>18</b>	<b>18</b>

# PUBLIC WORKS - STREET & SEWER MAINTENANCE

## MISSION & SERVICES

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 244 miles of sewer and stormwater pipe lines, more than 4,500 catch basins, and 70 sewer and stormwater pumps.

The Division's preventive sewer maintenance program includes cleaning approximately 2,000 catch basins annually, routine inspection and flushing of 75 problem pipe lines, working with food establishments to limit the adverse effects of grease on sewer lines, and in-house servicing of small pumps and tanks. All of these activities serve to reduce emergency sewer backups and flooding and to protect water quality. The Division also plays a key role in the response to storm events that produce street flooding.



DPW staff secure a roadway steel plate by placing asphalt around the edges

Street and Sewer Maintenance permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, drainage structures, and cranes), permits and inspects business sidewalk use (including newsracks, A-frame signs, and outdoor dining), consults with contractors and utility companies, and provides technical assistance to homeowners.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to improve preventative maintenance and rapid response programs associated with sidewalks and streets and with sewer and stormwater systems.
-  2. Maintain permit program that supports community needs and provides excellent customer service.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Convert all DPW permits to the EnerGov system (percent complete)	n/a	50%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,538,795	\$2,610,825	\$2,662,530
OTHER ORDINARY MAINTENANCE	\$1,000,695	\$1,215,875	\$1,211,875
TRAVEL & TRAINING	\$0	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,539,490</b>	<b>\$3,827,200</b>	<b>\$3,874,905</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>27</b>	<b>27</b>	<b>26</b>

# PUBLIC WORKS - SNOW & ICE

## MISSION & SERVICES

Public Works is responsible for maintaining safe, unobstructed public ways during the winter months. As the command center for the City's salting and snow plowing operations, Public Works coordinates different departments and contractors, purchases materials and equipment, maintains vehicles, and provides public information and assistance during snow events. Salting and plowing operations cover 125 miles of roadway and over 23 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high volume bus stops, parks, and other public areas. Public Works also promotes sidewalk snow and ice clearance by private property owners through publicity about the City Ordinance and by working with the Traffic Department to investigate complaints and issue citations for sidewalks that have not been cleared.



DPW salting and snow removal operations

Public Works continues to increase the scope of its snow operations to include more snow clearing of pedestrian areas, bus stops, and crosswalks and removing snow from high priority locations. All City departments involved in snow operations work to improve public information and resources for the community through mailings, the website, text and e-mail notifications, and use of social media. Public Works also acts as a resource to the community during and after storms by providing 24-hour phone coverage and opportunities to report uncleared sidewalks via a hotline, website, and the Cambridge iReport mobile application.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 


 1. Continue to sustain a well-planned and executed approach to snow and ice clearing, with a focus on increasing efficiency and effectiveness through better business practices, incorporating more environmentally sustainable practices where possible.
- 
 2. Promote safe, accessible sidewalks through improved and expanded City snow and ice clearing efforts in pedestrian areas, as well as through promoting sidewalk clearance by private property owners.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$459,115	\$1,025,560	\$192,755
OTHER ORDINARY MAINTENANCE	\$1,477,810	\$4,825,200	\$132,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,936,925</b>	<b>\$5,850,760</b>	<b>\$324,755</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# PUBLIC WORKS - SOLID WASTE

## MISSION & SERVICES

The Solid Waste Division provides trash, recycling, and street cleaning services, working to improve the cleanliness of the city and to promote a decrease in trash disposal and an increase in recycling. The Division manages weekly curbside pickup of single-stream recycling and trash, yard waste collection for nine months each year, seasonal Christmas tree collection, collection of large appliances, household hazardous waste collections, and a drop-off Recycling Center. Staff work closely with the volunteer Recycling Advisory Committee.



Rubbish collection

The Division ensures clean public ways through citywide mechanical street sweeping and more intensive street sweeping, sidewalk cleaning, and litter collection in city squares. Crews conduct regular power-washing of public area trash and recycling receptacles and operate a graffiti removal program. In recent years, increasing the number of recycling bins in public areas and continuing citywide rodent control efforts have been major priorities. In April 2014, the City began a one-year pilot program for curbside pickup of food scraps from over 500 households in North Cambridge. During November 2015, this program will expand to include the entire Monday collection route, with plans to expand the program citywide in subsequent years.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 1. Reduce residential trash by 30% by 2020 and by 80% by 2050 (from 2008 baseline year).
- 2. Reduce solid waste through curbside collection of food scraps for composting and by expanding school-based composting.
- 3. Provide high quality cleaning of streets, sidewalks, and squares including regular mechanical sweeping, hand cleaning, power washing, and graffiti removal.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Number of CPS buildings with food scrap collection for composting	8	9	11
2	Implement weekly curbside compost collection program for Monday curbside collection route (percent complete)	n/a	25%	100%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$4,580,595	\$4,743,735	\$4,863,165
OTHER ORDINARY MAINTENANCE	\$4,098,680	\$4,448,005	\$4,929,580
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$8,679,275</b>	<b>\$9,191,740</b>	<b>\$9,792,745</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>49</b>	<b>49</b>	<b>50</b>

# PUBLIC WORKS - PARKS & URBAN FORESTRY

## MISSION & SERVICES

The Parks and Urban Forestry Division maintains over 130 municipal and school properties, including parks, playgrounds, squares, plazas, medians, and public building grounds. Parks and Urban Forestry ensures that parks are safe, clean, and attractive and have been properly prepared for sports activities and other special events.

The Division oversees installation, renovation, and maintenance of landscape beds, playing fields, playground structures, and water features throughout the city. Staff coordinate with the Director of the Conservation Commission to support the City's community garden program, and with local business and community groups to maintain beautification programs in many city squares. The Division also works closely with the volunteer Committee on Public Planting.



Seasonal landscape beautification project on Western Avenue

Parks and Urban Forestry is also responsible for implementing a program of arboriculture for over 19,000 public trees. This program includes planting, cyclical pruning, and responding to service requests and tree-related emergencies. These efforts have been recognized by the Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 22nd consecutive year, as well as its more prestigious Growth Award for the 7th consecutive year.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide a quality park and landscaping maintenance program with a commitment to community partnerships.
-  2. Maintain a commitment to proactive maintenance and excellent customer service in the Urban Forestry program.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Complete planting requests within 1 year (percent of requests)	97%	95%	90%
2	Urban Forestry maintenance requests completed within 180 days (percent of requests)	76%	80%	90%

## DIVISION FINANCIAL OVERVIEW

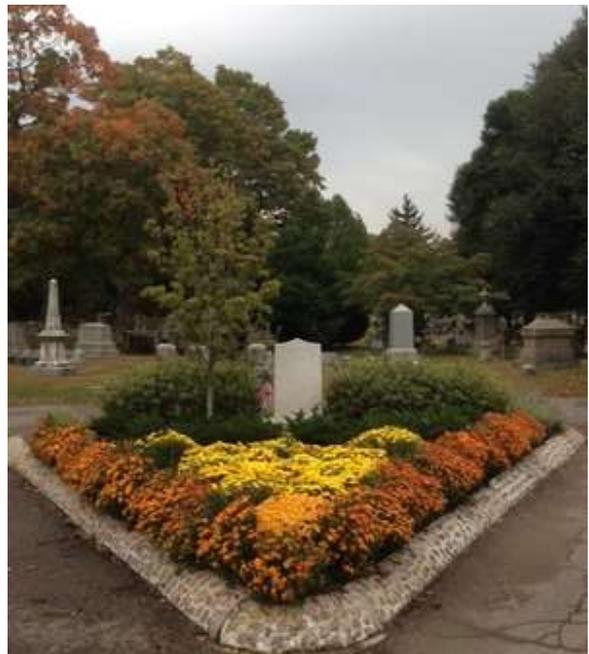
EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$3,258,365	\$3,457,635	\$3,727,520
OTHER ORDINARY MAINTENANCE	\$1,647,910	\$1,750,850	\$1,864,755
TRAVEL & TRAINING	\$500	\$700	\$700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$4,906,775</b>	<b>\$5,209,185</b>	<b>\$5,592,975</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>37</b>	<b>37</b>	<b>38</b>

# PUBLIC WORKS - CEMETERY

## MISSION & SERVICES

The Cemetery Division is responsible for gravesite preparation, burial services, landscaping, maintenance, and customer service at the Cambridge Cemetery's 66-acre site on Coolidge Avenue. The Cemetery 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 burials, flower, and tree planting; landscaping hilly terrain; and repair of historical monuments. Tree planting and perennial island development to add pastoral beauty to open space in the Cemetery has been a particular focus in recent years. The Cemetery has also continued to incorporate sustainable practices into its operations, including using rain barrels for watering where feasible, mulching leaves on site, and by not requiring cement vaults for burials.



Cambridge Cemetery

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. Provide high quality gravesite preparation and continue to improve cemetery maintenance and service.
2. Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.

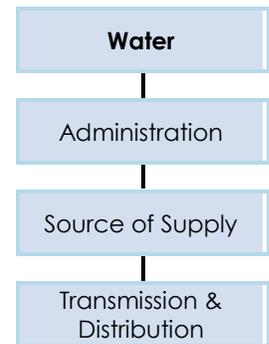
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,048,540	\$1,055,075	\$1,048,655
OTHER ORDINARY MAINTENANCE	\$40,350	\$35,225	\$35,225
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,088,890</b>	<b>\$1,090,300</b>	<b>\$1,083,880</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>10</b>	<b>10</b>

# WATER

## DEPARTMENT OVERVIEW

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 105,000 residents. The mission of the Department is to provide a safe, uninterrupted water supply of the highest quality to the citizens of Cambridge. CWD operates under the general direction of the City Manager. The Cambridge Water Board is comprised of five members appointed by the City Manager, who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. CWD is regulated by federal and state drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution.



CWD continues to improve customer relations through the development of programs that educate the public, including the annual Fresh Pond Day celebration. Monthly tours are conducted, allowing the public to see the treatment plant and learn about the water treatment process. The Department continually offers a wide array of programs encouraging the public to visit and learn about the Fresh Pond Reservation. CWD also continues to implement its long-term capital strategic plan to maintain the integrity and functionality of the Cambridge water system.

The Cambridge water system is comprised of: the watershed and its related facilities such as gatehouses, dams, and spillways; the Hobbs Brook, Stony Brook, and Fresh Pond Reservoirs; the Stony Brook conduit; the treatment plant; the Payson Park finished water reservoir including the force and transmission lines; the distribution system; and three Massachusetts Water Resource Authority (MWRA) interconnects.

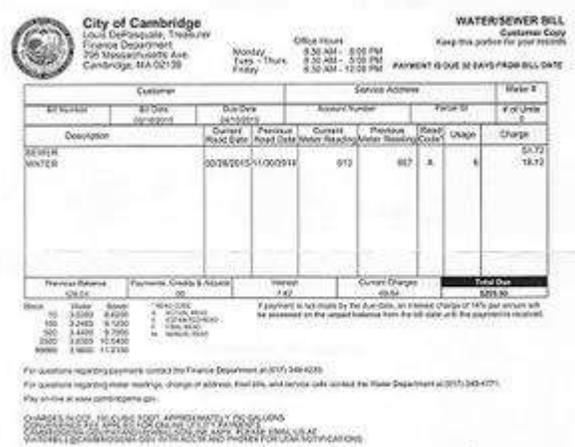
## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$16,729,930	\$17,290,125	<b>\$13,964,115</b>
<b>TOTAL BUDGETED REVENUE</b>	\$16,729,930	\$17,290,125	<b>\$13,964,115</b>
<b>EXPENDITURES BY STATUTORY CATEGORY</b>			
SALARIES & WAGES	\$6,271,790	\$6,443,250	<b>\$6,853,230</b>
OTHER ORDINARY MAINTENANCE	\$3,531,025	\$3,919,310	<b>\$3,982,800</b>
TRAVEL & TRAINING	\$40,720	\$84,760	<b>\$86,580</b>
EXTRAORDINARY EXPENDITURES	\$3,693,320	\$3,287,305	<b>\$3,041,505</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	\$13,536,855	\$13,734,625	<b>\$13,964,115</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	55	55	55

# WATER - ADMINISTRATION

## MISSION & SERVICES

The Administration Division is responsible for administrative, personnel, financial, metering, cross connection, social media, and customer relations functions. The Division assists in the quarterly processing of water bills for approximately 15,000 metered accounts in the city as well as all other billing for the Department. The Division is also responsible for the automated meter reading system, which leads to more accurate billing, allows customers to monitor water usage, and allows for early notification of potential leaks through the "high read" notification program. The Division conducts inspections for leaks, faulty registrations, damaged meters, non-compliant water connections, and other customer services. The Engineering team provides technical services to the Department, develops and implements programs, plans and oversees capital improvements, maintains maps/records, and coordinates water projects with other City departments.



Example of a City water bill

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1.  **Improve customer relations through public education programs, including routine webpage updates, Twitter updates, general tours, open houses, and school and community activities.**
2. **Improve metering and meter reading efficiency by replacing older meters. Improve customer service via the Department's webpage and social media to ensure timely notification of high read situations for account owners.**
3.  **Maintain the cross connection program in order to protect public health by performing 100% of the DEP requirements.**
4.  **Maintain safe drinking water during construction, fire safety, and industrial process activities by reviewing all water-related plans and issuing water construction permits in a timely manner.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Meters replaced	392	450	450

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,431,135	\$1,485,920	\$1,508,580
OTHER ORDINARY MAINTENANCE	\$341,315	\$437,470	\$415,355
TRAVEL & TRAINING	\$40,720	\$84,760	\$86,580
EXTRAORDINARY EXPENDITURES	\$3,548,000	\$3,112,305	\$2,866,505
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,361,170</b>	<b>\$5,120,455</b>	<b>\$4,877,020</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>

# WATER - SOURCE OF SUPPLY

## MISSION & SERVICES

Source of Supply includes Watershed and Water Treatment Operations (WTO). The Watershed team is responsible for the management and operation of the City's three reservoirs. The Division works to develop and implement intricate watershed protection and hazmat response plans, seeking partnerships where appropriate; conducts environmental and raw water quality monitoring; manages the grounds at Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all stakeholders in the watersheds to ensure long-term protection of the city's drinking water supply.



Aerial view of Cambridge Water Department

The WTO team is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility. This includes maintaining a certified water quality laboratory, plant process control, regulatory compliance, distribution system monitoring, and performing a variety of customer support services.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to maintain Watershed Protection Plans to protect the city's source water supply.
- 2. Continue to develop and implement a de-icing management plan for watershed communities and businesses.
-  3. Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.
- 4. Maintain the source area - Water Quality Monitoring Program.
-  5. Perform 100% of the required DEP analytical testing.
- 6. Continue to implement strategies to reduce energy consumption.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
3	Develop landscape maintenance Best Management Practices Plan (BMPs) for Fresh Pond Reservation (percent complete)	80%	85%	90%

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,475,125	\$2,476,250	\$2,633,675
OTHER ORDINARY MAINTENANCE	\$2,811,835	\$3,054,560	\$3,139,430
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$5,286,960</b>	<b>\$5,530,810</b>	<b>\$5,773,105</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>21</b>	<b>21</b>	<b>21</b>

# WATER - TRANSMISSION & DISTRIBUTION

## MISSION & SERVICES

The Transmission and Distribution Division is primarily responsible for the maintenance of the underground 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 30-63 inches in diameter. The distribution system, which connects the purified water to all of the users, consists of approximately 180 miles of pipe, 14,060 services, 4,450 valves, approximately 1,700 fire hydrants and 18,300 valves and service boxes. This Division regularly performs new water main installation, 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. The Division partners with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the city.



Local school kids help CWD staff fix a leak during the annual Water Day event

The Division regularly performs new water main installation, 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. The Division partners with the Fire Department to ensure a high degree of reliability of fire hydrants throughout the city.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Rehabilitate the water distribution system.**



2. **Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance, including conducting 100% of required fire hydrant tests throughout the city.**



3. **Maintain a percentage rate of 99.9% of in-service hydrants.**

4. **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.**

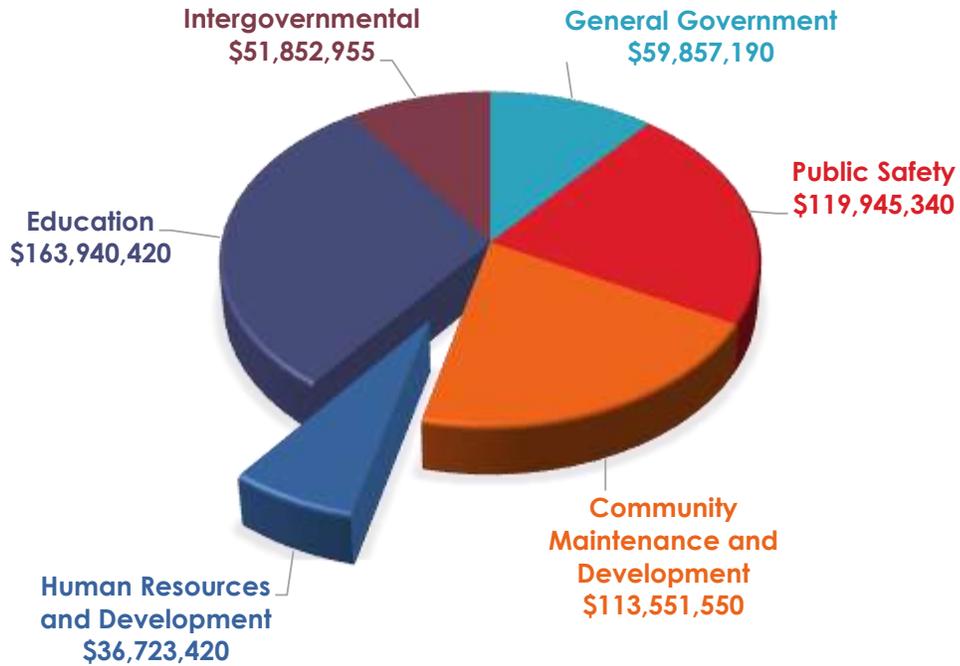
OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
2	Number of fire hydrants replaced	57	60	55

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,365,530	\$2,481,080	\$2,710,975
OTHER ORDINARY MAINTENANCE	\$377,875	\$427,280	\$428,015
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$145,320	\$175,000	\$175,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,888,725</b>	<b>\$3,083,360</b>	<b>\$3,313,990</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>23</b>	<b>23</b>	<b>23</b>

# HUMAN RESOURCES AND DEVELOPMENT

## FY16 OPERATING BUDGET – EXPENDITURES BY FUNCTION: \$545,870,875



### HUMAN RESOURCES AND DEVELOPMENT

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 PROPOSED
CHARGES FOR SERVICES	\$3,869,190	\$3,710,360	\$3,558,565
FINES & FORFEITS	\$104,180	\$85,000	\$85,000
INTERGOVERNMENTAL REVENUE	\$1,556,635	\$1,650,195	\$1,632,395
MISCELLANEOUS REVENUE	\$0	\$0	\$0
TAXES	\$28,611,545	\$29,905,195	\$31,447,460
<b>TOTAL BUDGETED REVENUE</b>	<b>\$34,141,550</b>	<b>\$35,350,750</b>	<b>\$36,723,420</b>
PROGRAM EXPENDITURES			
COMMISSION ON THE STATUS OF WOMEN	\$167,910	\$242,570	\$246,425
HUMAN RIGHTS COMMISSION	\$217,475	\$257,875	\$275,140
HUMAN SERVICES	\$22,778,475	\$24,537,820	\$25,354,795
LIBRARY	\$9,170,360	\$9,600,320	\$9,723,990
VETERANS' SERVICES	\$1,034,835	\$1,068,715	\$1,123,070
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$33,369,055</b>	<b>\$35,707,300</b>	<b>\$36,723,420</b>

# COMMISSION ON THE STATUS OF WOMEN

## DEPARTMENT OVERVIEW

The Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to promote and enhance equal opportunities for all women and girls throughout the city. CCSW works with other City departments and officials, local organizations, and the greater Cambridge community to increase opportunity and access through policy and program development and public education in key areas affecting women and girls.



The scope of CCSW's programming is wide-ranging: offering outreach and education on issues concerning young women and girls; providing information on health and violence prevention; preserving Cambridge women's history; supporting new artistic mediums; and developing pathways that better connect with traditionally harder-to-reach women, such as immigrant women and women who are homeless. The cornerstone of CCSW's work is collaborating with community organizations and coalitions to strengthen and enrich quality of life for all Cambridge women and girls.

CCSW members are appointed by the City Manager and are responsible for supporting the Executive Director in accomplishing the Commission's objectives. Commission staff are available to offer information and referrals to individuals, community organizations, businesses, and other City departments on topics relating to women's and girls' services.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$9,960	\$9,960	\$9,960
TAXES	\$223,155	\$231,335	\$236,465
<b>TOTAL BUDGETED REVENUE</b>	<b>\$233,115</b>	<b>\$241,295</b>	<b>\$246,425</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$157,635	\$232,010	\$235,865
OTHER ORDINARY MAINTENANCE	\$9,540	\$9,535	\$9,535
TRAVEL & TRAINING	\$735	\$1,025	\$1,025
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$167,910</b>	<b>\$242,570</b>	<b>\$246,425</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# COMMISSION ON THE STATUS OF WOMEN - ADMINISTRATION

## MISSION & SERVICES

The Commission provides residents with city-wide programming designed to increase awareness and understanding of key issue areas, including gender-based violence, women's history, women in the work force, sexual harassment, international women's rights, and women's criminal justice issues. Annual programs include the quarterly Women&Words! discussion series, 5th Grade Girls' Sports Day, Promtacular, International Women's Day Breakfast, the Cambridge Women's Heritage Project Women's History Month celebration, and Vigil for Victims of Domestic Violence.



Girls' Sports Day participants

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. In collaboration with the Domestic and Gender-Based Violence Prevention Initiative, promote efforts to prevent and respond to domestic and gender-based violence through creative, community-based approaches.
- 
 2. Work with the School Department, other City departments, and community groups to provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development, and academic achievement.
- 
 3. In order to connect with historically harder to reach populations, coordinate efforts to improve mechanisms to engage and serve marginalized women in the city.
- 
 4. Lead community programming and serve as a centralized portal for resources addressing issues relevant to women.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Community events sponsored throughout the city to educate and engage citizens around the topic of domestic violence	5	3	5
2	Number of girls recruited for programs	241	250	250
3	Number of forums sponsored, focus groups conducted, outreach, and activities offered to targeted residents	8	8	10
4	Number of residents attending CCSW-led programming	710	920	750
4	Events organized and relevant announcements and information promoted and publicized via website and social media outlets	18	30	30

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$157,635	\$232,010	\$235,865
OTHER ORDINARY MAINTENANCE	\$9,540	\$9,535	\$9,535
TRAVEL & TRAINING	\$735	\$1,025	\$1,025
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$167,910</b>	<b>\$242,570</b>	<b>\$246,425</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN RIGHTS COMMISSION

## DEPARTMENT OVERVIEW

The Cambridge Human Rights Commission (CHRC), guided by two City ordinances – the Human Rights Ordinance, Chapter 2.76, and the Fair Housing Ordinance, Chapter 14.04 – works to protect the civil rights of residents and visitors to the city. It accomplishes this through investigation, mediation, and adjudication of complaints of discrimination in housing, public accommodations, employment, and education and through outreach and education to the public about their rights and responsibilities under local and federal Fair Housing and other civil rights laws.



In existence since 1984, the CHRC works with its 11 volunteer Commissioners to identify community concerns relating to civil rights and collaborates with other City agencies and community partners to address civil rights concerns and advance civil rights awareness. CHRC's City partners include the Commission for Persons With Disabilities, GLBT Commission, Community Engagement Team, CDD's Housing Division, Police Review and Advisory Board, Consumer's Council, and Public Health Department.

The Commission's state partners include the Civil Rights Division of the Attorney General's Office, the Massachusetts Commission Against Discrimination, and the Massachusetts Department of Public Health's Childhood Lead Poisoning Prevention Program. Finally, the Commission's regional partners include metro-Boston Fair Housing agencies, including the Boston Office of Fair Housing and Equity and Boston's Fair Housing Commission; the Metro-Boston Housing Partnership; the Fair Housing Center of Greater Boston; and Suffolk University Law School's Housing Discrimination Testing Program. CHRC collaborates with state and federal civil rights agencies to advance public understanding about civil rights and changes in civil rights laws, and to address challenges raised by discrimination.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
TAXES	\$249,380	\$266,890	\$275,140
<b>TOTAL BUDGETED REVENUE</b>	\$249,380	\$266,890	\$275,140
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$215,015	\$254,875	\$270,940
OTHER ORDINARY MAINTENANCE	\$1,530	\$2,000	\$3,000
TRAVEL & TRAINING	\$930	\$1,000	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$217,475	\$257,875	\$275,140
<b>FULL-TIME BUDGETED EMPLOYEES</b>	2	2	2

# HUMAN RIGHTS COMMISSION - ADMINISTRATION

## MISSION & SERVICES

The CHRC acts as a neutral agency, investigating complaints of discrimination within its jurisdiction to ascertain whether discrimination has occurred and, when a finding of probable cause has been made, to mediate or adjudicate a remedy that addresses the individual complainant's concerns as well as the broader public interest in eliminating discrimination in housing, public accommodations, employment, and education. The CHRC accepts complaints from the U.S. Department of Housing and Urban Development (HUD), involving housing discrimination alleged to have occurred in Cambridge, and works in collaboration with other City, state, and regional agencies addressing civil rights issues. CHRC provides referrals to other agencies, as appropriate, and provides trainings about civil rights laws and remedies.



CHRC's 2014 Fair Housing Poster & Essay Contest Awards Ceremony

## FY16 OBJECTIVES & PERFORMANCE MEASURES

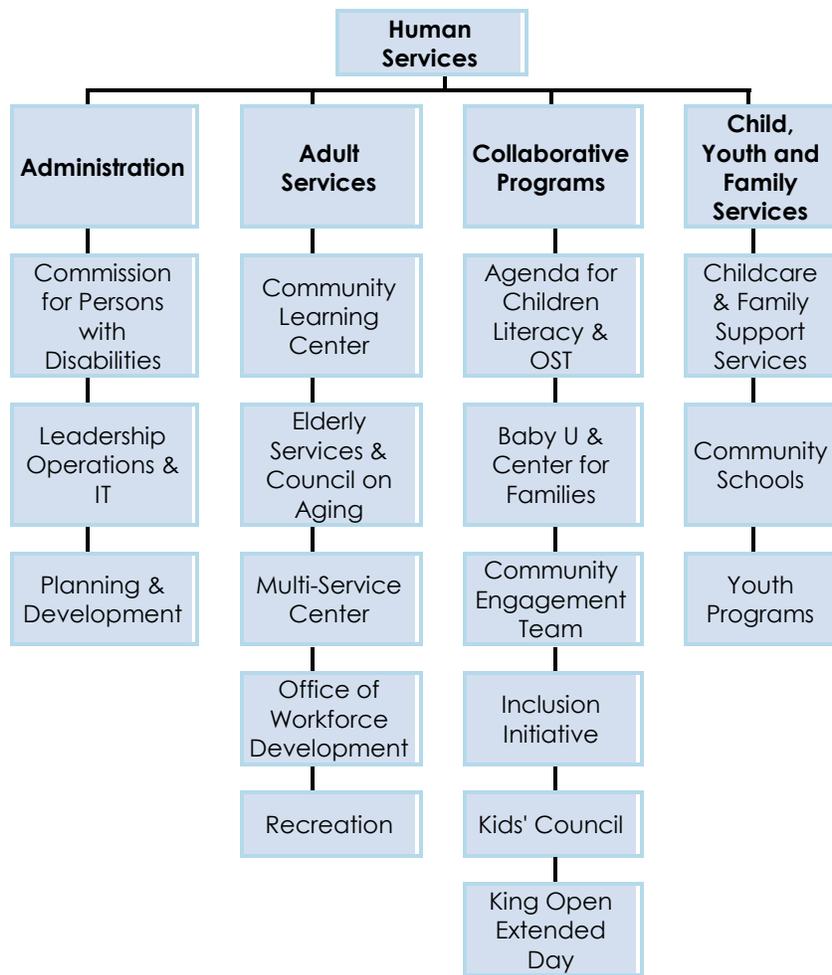
-  1. **Increase public awareness of CHRC through collaborative efforts in education and outreach between CHRC, other City departments, and outside agencies.**
- 2. **Improve efficiency and effectiveness of case intake, investigation, and referral process.**
- 3. **Perform mediation as a means to resolve complaints.**
-  4. **Resolve discrimination cases following investigation.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of inquiries referred by CHRC to other agencies	111	80	100
1	Number of community trainings provided	15	10	15
2	Complaints filed after staff intake meetings	17	15	15
2	Number of complaint intakes from other agency referrals	8	8	10
3	Cases in which parties chose to utilize CHRC mediation services	4	5	5
4	Causal determinations after investigation (probable cause or lack of probable cause)	12	15	15
4	Non-causal closures (settlements or administrative closures)	0	5	5

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$215,015	\$254,875	\$270,940
OTHER ORDINARY MAINTENANCE	\$1,530	\$2,000	\$3,000
TRAVEL & TRAINING	\$930	\$1,000	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$217,475</b>	<b>\$257,875</b>	<b>\$275,140</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES



## DEPARTMENT OVERVIEW

The Department of Human Service Programs (DHSP) continues to fulfill its original charge (by ordinance in 1980) of “creating and coordinating services which enhance the quality of life for Cambridge residents.” The Department employs a diverse workforce and works with the Community Engagement Team and part-time outreach workers to bring service information to the community and to inform the Department about service needs. While many of the Department's services and programs are available to any resident, a number of the programs are designed to help residents who need extra support in meeting their needs and reaching their goals.

The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, through purchasing services with community agencies, and through planning and technical assistance to local groups. 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, Workforce Development, the Commission for Persons with Disabilities, and Child Care and Family Support Services. Services purchased by the City for residents through nonprofit agencies include: homeless services, mental health services, 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.

DHSP plays a leadership role in numerous collaborations designed to enhance planning and the delivery of critical services to residents. Those collaborations include the Agenda for Children, the HUD Continuum of Care for services to homeless residents, Baby U, and the Office of College Success. The Department collaborates closely with the Police Department's Youth and Family Services Unit to build strong supports for Cambridge youth. DHSP also sponsors numerous neighborhood and community activities for residents of all ages. Through the War Memorial Recreation Center, Danehy Park, and the Fresh Pond Golf Course, the Department provides residents with numerous formal and informal opportunities for skill building and leisure activities. Most of the Department's programs and services directly address the Council's goals of strengthening human services, education, and out of school time learning; fostering community for residents of all ages; and supporting the racial, socioeconomic, cultural, and religious diversity of the city.

Given the importance of science, technology, engineering, arts, and math (STEAM) to the local and regional economies, Cambridge will establish a STEAM Coordination Office to work across sectors to develop a coherent network of learning and internship opportunities for students. The STEAM Coordinator will work with City departments, the schools, companies, and higher education partners to expand meaningful opportunities for students to gain STEAM skills and exposure to STEAM-related careers. The Coordinator will develop innovative ways to market opportunities to families to ensure diverse learners have access to a wide variety of educational, work-based, and enrichment opportunities.

**DEPARTMENT FINANCIAL OVERVIEW**

<b>FINANCING PLAN BY SOURCE</b>	<b>FY14 ACTUAL</b>	<b>FY15 PROJECTED</b>	<b>FY16 BUDGET</b>
CHARGES FOR SERVICES	\$3,869,190	\$3,710,360	\$3,558,565
INTERGOVERNMENTAL REVENUE	\$645,880	\$661,355	\$642,955
TAXES	\$19,163,635	\$20,045,845	\$21,153,275
<b>TOTAL BUDGETED REVENUE</b>	<b>\$23,678,705</b>	<b>\$24,417,560</b>	<b>\$25,354,795</b>
<b>EXPENDITURES BY STATUTORY CATEGORY</b>			
SALARIES & WAGES	\$19,998,465	\$21,208,085	\$22,021,270
OTHER ORDINARY MAINTENANCE	\$2,686,855	\$3,203,085	\$3,229,925
TRAVEL & TRAINING	\$69,245	\$101,650	\$78,600
EXTRAORDINARY EXPENDITURES	\$23,910	\$25,000	\$25,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$22,778,475</b>	<b>\$24,537,820</b>	<b>\$25,354,795</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>140</b>	<b>141</b>	<b>143</b>

# HUMAN SERVICES - COMMISSION FOR PERSONS WITH DISABILITIES

## MISSION & SERVICES

The Commission's overall goal is to make Cambridge a more welcoming and accessible place for all people with disabilities. The Commission collaborates with other City departments to promote the full integration of people with disabilities into all aspects of Cambridge community life. In FY15, the Commission worked closely with Public Works in the continued implementation of the Five-Year Plan to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. The Commission also consults with CDD on design and implementation issues for façade improvements and open space, and works with DHSP to promote inclusion of youth with disabilities in Out of School Time Programs.

The Commission provides information to 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 the Americans with Disabilities Act (ADA) and related local, 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 administers a number of programs for Cambridge residents with disabilities, including issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons, and processing applications for accommodations for residents with disabilities unable to comply with the City's trash and recycling ordinances.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide training and technical assistance on ADA compliance and disability awareness to public and private entities that provide goods and services in Cambridge.
-  2. Improve awareness of resources for people with disabilities and access to public accommodations and transportation services in Cambridge.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	ADA trainings, technical assistance sessions, and disability awareness trainings provided to City staff and other public entities	321	256	300
1	Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	244	162	225
2	Site visits and access surveys of Cambridge businesses completed	69	35	60
2	Cambridge agencies and businesses which removed barriers to access	27	14	26

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$176,875	\$185,740	\$192,665
OTHER ORDINARY MAINTENANCE	\$500	\$500	\$500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$177,375</b>	<b>\$186,240</b>	<b>\$193,165</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES - LEADERSHIP OPERATIONS & IT

## MISSION & SERVICES

The Administration Division provides leadership, financial, personnel, IT, and clerical support to the operating divisions of the Department as well as to the 25 satellite locations, 200 salaried employees, and over 500 part-time and seasonal employees.

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 \$7.3 million in grant funding and \$25 million in the general fund, which includes \$3.5 million in tuition and fees. The Division is responsible for all finance, personnel, and IT functions. Efforts continue to provide intensive supervisory training and 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 produces a semi-annual resource guide distributed to families across the city, which promotes Department and community human service programs. The Division is also responsible for the administration of the Fuel Assistance Program, serving approximately 1,800 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 25 sites throughout Cambridge.

The Division also oversees many collaborations and programs, including the Agenda for Children Literacy and Out of School Time Initiatives; the Kids' Council; Baby U and other early childhood initiatives, which are directed towards families with children birth to age five; the King Open Extended Day Program; and the Office of College Success.

The Office of College Success was created in 2014 to lead the collaborative efforts of the Department, community-based organizations, the Cambridge Public Schools, and institutions of higher education who are committed to increasing the college completion rate of low-income, first generation, and minority students. The collaboration was launched to address the concern that many Cambridge students, high school graduates, and adult learners enroll in college but do not graduate. The Office of College Success will coordinate service delivery to align college access services for students; work with CRLS leadership and guidance staff to identify key activities to support students in the transition to post-secondary education; offer professional development to improve knowledge and practice of collaborating partners; and develop partnerships with local colleges to improve on-campus supports, expand dual enrollment opportunities, and establish data sharing agreements to track student progress.

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,883,870	\$2,008,520	\$2,189,945
OTHER ORDINARY MAINTENANCE	\$196,025	\$374,685	\$324,685
TRAVEL & TRAINING	\$21,170	\$45,100	\$21,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,101,065</b>	<b>\$2,428,305</b>	<b>\$2,536,180</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>14</b>	<b>15</b>	<b>16</b>

# HUMAN SERVICES - PLANNING & DEVELOPMENT

## MISSION & SERVICES

The Planning & Development Division, in consultation with the Human Services Commission, works to improve and strengthen the level of services for homeless and low-income families and individuals in Cambridge. The Division pursues and manages federal, state, and local funding resources for service providers and monitors contracts with these providers to ensure the highest level of service for the community. The Division coordinates the Cambridge Continuum of Care (CoC), an integrated network of homeless service providers and other stakeholders that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. Planning and Development staff meet monthly with representatives of all of the homeless serving agencies to coordinate services, develop policy, and conduct program planning. Staff implements HUD requirements such as the annual Point in Time count and other community-level reporting requirements and coordinates the processes for agency proposals for both entitlement and competitive HUD grants, including the Community Development Block Grant, the Emergency Solutions Grant, and the CoC Program Grants.

The Planning and Development Division serves as the lead agency for the Cambridge Homeless Management Information System, a HUD-required central database used to collect, track, and report uniform information on homeless client needs and services.

## FY16 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to contract with local service providers to serve disadvantaged residents through the use of CDBG monies, CoC Homelessness monies, and City tax dollars to support the continued socio-economic diversity of the city.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of clients served in youth and family services programs	1,102	1,100	1,120
1	Number of clients served through domestic violence and abuse prevention programs	74	70	70
1	Number of clients served through linguistic minority programs	651	635	650
1	Number of clients served through homelessness prevention/service programs	4,805	4,700	4,700
1	Number of clients served through elderly and disabled service programs	524	520	520
1	Number of sites in food pantry network or receiving food deliveries through Food for Free	75	66	66

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$349,400	\$382,225	\$357,480
OTHER ORDINARY MAINTENANCE	\$581,765	\$654,750	\$654,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$931,165</b>	<b>\$1,036,975</b>	<b>\$1,012,230</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>3</b>	<b>3</b>	<b>3</b>

# HUMAN SERVICES - COMMUNITY LEARNING CENTER

## MISSION & SERVICES

The Community Learning Center (CLC) provides adult basic education classes to approximately 1,000 adults each year from 70 different countries. In addition to the main site at 5 Western Avenue, classes are offered at various locations around the city. The core educational program includes seven levels of English for Speakers of Other Languages (ESOL) classes and four levels of reading, writing, and math classes, which ultimately prepare students to pass the High School Equivalency Exam. The CLC also provides citizenship preparation and family literacy classes.

Approximately 45% of CLC's costs 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 in partnership with community agencies: career counseling; distance learning for ESOL students; the integration of health literacy, employability skills, civic education, and technology into the curriculum; the Bridge to College Program; onsite workplace education classes for employees of Cambridge businesses; and leadership training in health, children's literacy, and community outreach. CLC staff put a high priority on evaluation, curriculum development, and staff development to provide high quality instruction and advising for students.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain a full range of Adult Basic Education, ESOL, and citizenship classes.**
-  2. **Improve the transition from CLC programs to other education and training programs and employment through collaborative relationships with other agencies, career counseling, workshops for students, and follow-up calls to former students.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of students served	978	1,000	940
1	Number of classes offered	91	91	90
1	Number of new citizens	20	15	15
1	Number of program graduates	77	56	54
2	Number of workshops for students on career and civic education topics	75	65	64
2	Number of students advancing to education and training program	56	45	45

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$904,645	\$969,485	\$938,430
OTHER ORDINARY MAINTENANCE	\$7,595	\$9,150	\$9,150
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$912,240</b>	<b>\$978,635</b>	<b>\$947,580</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>8</b>	<b>8</b>	<b>8</b>

# HUMAN SERVICES - ELDERLY SERVICES & COUNCIL ON AGING

## MISSION & SERVICES

The Elderly Services Division, also known as the Council on Aging (COA), serves Cambridge residents age 60 and older. COA's mission is to promote and safeguard the health and independence of seniors and to provide meaningful social and recreational options that enhance their lives. The COA provides information, referral, and case management, and coordinates services that may include: homemaker, transportation, counseling, meals, and support services. COA staff provide advocacy and leadership on important issues facing seniors, convening the Cambridge Hoarding Coalition and the Cambridge Elder Abuse Coalition. The COA operates a Senior Shuttle bus, which picks up individuals at all major housing buildings and other locations in the city and brings them to the City's two Senior Centers and on scheduled outings. The COA also manages a taxi voucher program to help subsidize the costs of taxi service for local seniors. The Citywide Senior Center and the North Cambridge Senior Center offer a variety of classes and events, such as support groups, blood pressure clinics, men's groups, computer classes, yoga, Tai-Chi, chair exercise, and meditation. 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.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide comprehensive social and support services to Cambridge seniors.
-  2. Continue to operate Social Meals program and Senior Food Pantry.
-  3. Continue to offer a variety of health and wellness classes and events.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of clients receiving case management and information and referral services	4,316	3,865	4,000
1	Number of seniors receiving assistance on health benefits, Medicare, and MassHealth from Social Services staff	432	220	430
2	Number of seniors receiving Food Pantry services at twice weekly pantry	1,242	1,000	1,200
2	Number of meals served at 806 and 2050 Mass. Avenue sites	19,657	20,000	20,000
3	Number of hours of health/fitness/wellness classes and events offered each month	133	128	128

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,120,830	\$1,211,260	\$1,262,275
OTHER ORDINARY MAINTENANCE	\$160,700	\$172,070	\$182,670
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,281,530</b>	<b>\$1,383,330</b>	<b>\$1,444,945</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>12</b>

# HUMAN SERVICES - MULTI-SERVICE CENTER

## MISSION & SERVICES

The Multi-Service Center offers direct case management services to homeless and at-risk individuals and families, and transitional single-room occupancy housing for men. Case management services may be brief and limited, such as helping an individual find a shelter bed for the night, or more complex depending on the needs of the individual or family. Such services may include negotiating on behalf of a family facing eviction, working with legal services on their behalf, or making referrals for financial literacy services, job search assistance, or mental health treatment as appropriate. DHSP-staffed programs are complemented by services provided on site by agencies such as Heading Home, Eliot Community Human Services, North Charles, Greater Boston Legal Services, Shelter Legal Services, and Representative Payee/Budget Counseling Services provided by Cascap, Inc. Haitian Services staff provide case management and other services to persons who have relocated from Haiti.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide services to homeless individuals and those at risk of homelessness.
-  2. Provide homeless prevention counseling and other services for homeless and at-risk families.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of clients placed in permanent housing	43	60	65
1	Number of clients maintained in current housing	74	60	65
2	Number of families placed in housing	24	24	25
2	Number of families maintained in current housing	120	110	110

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$659,930	\$682,640	\$718,465
OTHER ORDINARY MAINTENANCE	\$233,620	\$307,020	\$327,020
TRAVEL & TRAINING	\$765	\$1,300	\$1,300
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$894,315</b>	<b>\$990,960</b>	<b>\$1,046,785</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>7</b>	<b>7</b>	<b>7</b>

# HUMAN SERVICES - OFFICE OF WORKFORCE DEVELOPMENT

## MISSION & SERVICES

The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge 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 transitional jobs program for disengaged adults, provides a temporary job for a limited number of residents each year, as well as intensive case management, soft skills development, and job search assistance after program completion.

The Mayor’s Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the city. For older teens, OWD coordinates a variety of career awareness and work-based learning opportunities, including a school-year internship program with Harvard University and an intensive, six-week career exploration program. Staff collaborate with community-based programs and local businesses to place older teens in private sector summer jobs. OWD staffs the Youth Employment Center at CRLS and convenes the Reaching All Youth Committee, a group of staff from teen-serving programs who meet to share resources and best practices.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue job placements, employment readiness activities, and employment and training referrals for adult residents.**
-  2. **Improve career awareness and work readiness of students and increase access to summer and school year jobs and internships.**
-  3. **Enhance experience of MSYEP participants by increasing staff capacity, infusing school-to-work best practices, and creating connections to year-round programming.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of residents served through CEP	278	250	275
1	Number of CEP job placements	109	110	110
1	Number of Cambridge Works graduates placed in jobs or training	20	22	20
2	Number of youth placed in work-based learning experiences, including school year and summer jobs, internships, and service learning activities	206	169	170
3	Number of youth enrolled in MSYEP who receive work experience, work readiness workshops, and career readiness activities	954	958	950

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,375,240	\$2,484,090	\$2,647,065
OTHER ORDINARY MAINTENANCE	\$260,270	\$238,135	\$258,135
TRAVEL & TRAINING	\$7,485	\$10,500	\$10,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,642,995</b>	<b>\$2,732,725</b>	<b>\$2,915,700</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>13</b>	<b>13</b>	<b>13</b>

# HUMAN SERVICES - RECREATION

## MISSION & SERVICES

The Recreation Division provides high quality, affordable, and accessible recreational opportunities for residents of all ages in well-designed and maintained facilities. The Division is responsible for the management of year-round, citywide, and neighborhood-based recreation programs, the scheduling of all City parks for athletic use, and the maintenance and management of Danehy Park, the 55-acre former landfill and the main site of youth and adult athletic leagues and citywide special events. The Division manages the Fresh Pond Golf Course, which operates from April to December and is fully supported by membership dues and fees.

The Division coordinates a variety of recreational, fitness, and swimming programs at the War Memorial Recreation Center and offers outdoor swimming opportunities and children’s lessons at the Gold Star Mothers Pool. Recreation staff coordinate a free Learn to Skate program for Cambridge elementary school children, offer free golf and other sports clinics for youth, and run activities for children and families at neighborhood parks. These community-building activities include the summer playground program, youth basketball leagues, the “Screen on Green” movies, and cultural events, such as the Danehy Park Concert Series. In addition, extensive programming is provided for children and adults with special needs. The Division supports sports leagues across the city and staffs the Youth Sports Commission to enhance access to sports for all youth and to coordinate training workshops for coaches.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.
-  2. Provide high quality instruction to children and adults in swimming and recreation activities.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of participants in integrated special needs Saturday programs, Special Olympics, dance/theater events, and evening programs	70	95	95
2	Number of youth recreation and swimming classes	118	127	130
2	Number of adult recreation and swimming classes	68	68	68
2	Number of youth participants in the summer basketball league and the middle school travel team	405	405	405

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,328,045	\$2,406,250	\$2,449,930
OTHER ORDINARY MAINTENANCE	\$276,205	\$287,555	\$293,555
TRAVEL & TRAINING	\$3,260	\$3,800	\$3,800
EXTRAORDINARY EXPENDITURES	\$23,910	\$25,000	\$25,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,631,420</b>	<b>\$2,722,605</b>	<b>\$2,772,285</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>12</b>	<b>12</b>	<b>12</b>

# HUMAN SERVICES - AGENDA FOR CHILDREN LITERACY & OST

## MISSION & SERVICES

The Agenda for Children is a collaboration of the Police, School, Library, Human Services Department, Cambridge Health Alliance, and community agencies to enhance the successful growth of Cambridge’s children. The Agenda for Children Out of School Time (OST) Initiative’s mission is to convene, catalyze, and support the youth serving community in Cambridge to increase equity, access, and innovation in sustaining the highest quality out of school time experiences for all children, youth, and families. Activities to support this mission include facilitation of OST Coalition, Quality Improvement System, Middle School Network, Family Engagement Project, Extending Learning STEAM Network, annual OST symposium, Communities of Practice, professional development training opportunities, and school partnership building. This work is collaboratively funded by DHSP, Cambridge Public Schools, and the Cambridge Community Foundation.

The Agenda for Children Literacy Initiative features the Let’s Talk! early literacy program and campaign. The mission is to help children enter school ready to learn how to read and write by educating and supporting their moms, dads, and caregivers; and engaging community partners to promote early literacy. Activities include maternity ward visits, literacy home visits, parent and caregiver workshops, literacy playgroups, Born to Read packets sent to newborns, Story Walks, book distribution at fairs and festivals, Book Bike, support for dads, weekly literacy text-a-tip, family child care support group, and Story Kits delivered to family child care providers. The work is collaboratively funded by Human Services, the Library, and the Cambridge Health Alliance.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1.  Continue to support providers through professional development experiences to improve program quality, related youth outcomes, and connection with families and high need youth.
2.  Provide education and support to parents and caregivers of children birth to age 5 to support them as children's first and most important teacher.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Programs participating in the Agenda for Children OST coalition	54	54	57
1	OST staff engaged in intensive professional development activities	n/a	450	475
1	High need middle school youth engaged in intensive contact to support OST connection	20	50	80
2	Number of parents/caregivers reached by core programming	1,407	1,380	1,400
2	Number of books distributed to children, families, and staff	7,807	7,600	9,450

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$269,810	\$277,485	\$283,590
OTHER ORDINARY MAINTENANCE	\$67,445	\$68,200	\$68,200
TRAVEL & TRAINING	\$2,075	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$339,330</b>	<b>\$347,185</b>	<b>\$353,290</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES - BABY U & CENTER FOR FAMILIES

## MISSION & SERVICES

Baby University provides expectant parents and families with children under the age of four with a 14-week series of workshops, playgroups, and home visits. Upon successful completion of this series, families matriculate into the Alumni Association, which provides ongoing home visits and workshops, field trips, and fun family events until the family's child successfully transitions into kindergarten.

The Center for Families provides families with children birth to age six with strengths-based parenting education and support, activities that promote both parent-child bonding and learning, information and referrals to beneficial services, and networking opportunities. While the Center's main office is situated in the Community Wing of the Peabody School, programming is offered citywide in various housing developments, youth centers, and neighborhood-based agencies. Part-time outreach workers promote the Center's services to dual language learners and low-income families.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Through Baby U, engage parents of very young children in an intensive program to provide them with research and best parenting practices to increase their skills and confidence.
-  2. Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.
-  3. Enhance families' ability to access programming, especially for those families most in need of support.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of parents participating in intensive 14-week program	31	31	32
1	Number of parents participating in Baby U Alumni Association activities	88	110	125
2	Number of families participating in Center for Families programming	726	700	715
2	Number of hours of father-only programming	n/a	23	25
2	Number of men receiving a weekly text message that encourages them to be involved in their children's lives, offers parenting info, and promotes Cambridge services	n/a	200	225
3	Number of languages in which services are available	9	8	9
3	Number of hours of outreach programming held in housing complexes and other community locations	127	125	127

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$239,075	\$278,180	\$269,945
OTHER ORDINARY MAINTENANCE	\$49,145	\$54,630	\$54,630
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$288,220</b>	<b>\$332,810</b>	<b>\$324,575</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HUMAN SERVICES - COMMUNITY ENGAGEMENT TEAM

## MISSION & SERVICES

The Community Engagement Team (CET) undertakes outreach to underserved and minority communities in Cambridge. While reaching out to these communities, Outreach Workers promote their engagement in City programs and services. CET also provides technical assistance and training to local agencies and community-based organizations on best outreach and engagement practices.



Community Engagement Team members

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide outreach and education to underserved English language learners and minority communities to engage families, caregivers, and children in resources and learning opportunities.
-  2. Support the participation of underserved and minority communities in City and community processes to ensure that diverse perspectives are included.
-  3. Provide training and technical assistance to City agencies and community-based organizations.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of parents contacted by outreach workers to inform them about parenting or early literacy events	983	750	750
3	Offer the 7 session Making Connections: A Cambridge Outreach and Engagement Training Program	n/a	1	1
3	Attendance by providers and community members at citywide networking events	229	250	240

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$253,605	\$267,750	\$358,315
OTHER ORDINARY MAINTENANCE	\$151,485	\$181,275	\$187,815
TRAVEL & TRAINING	\$0	\$0	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$405,090</b>	<b>\$449,025</b>	<b>\$546,630</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>1</b>

# HUMAN SERVICES - INCLUSION INITIATIVE

## MISSION & SERVICES

The inclusion of children with disabilities is a priority of the City. DHSP welcomes individuals with disabilities who meet the basic eligibility requirements of the Out of School Time (OST) programs. The percentage of children with Individualized Education Plans (IEPs) that are currently enrolled in DHSP programs reflects or is greater than that of the Cambridge Public Schools.

Families seeking to enroll their child into a DHSP program such as Community Schools, Youth Programs, Childcare, and King Open Extended Day first meet with staff from the Inclusion Initiative.

DHSP program staff receive specialized training in how best to structure their programs to be inclusive in specific methods that include positive behavior support, de-escalation, and more. Individuals, either independently or with the provision of reasonable accommodations, should be able and willing to participate in group activities; understand and follow program rules; conduct themselves safely and appropriately in a group setting; and successfully transition from one activity to another.



Inclusion Initiative staff wear blue for World Autism Awareness Day

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 1. Provide support for children with disabilities to be successfully included in DHSP OST programs.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of children with IEPs successfully participating in OST programs	383	372	380
1	Number of trainings offered to OST staff	2	6	6
1	Number of staff hired to provide additional support to children participating in OST programs	54	55	55

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$596,685	\$652,235	\$674,550
OTHER ORDINARY MAINTENANCE	\$32,610	\$40,000	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$629,295</b>	<b>\$692,235</b>	<b>\$714,550</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# HUMAN SERVICES - KIDS' COUNCIL

## MISSION & SERVICES

The Kids' Council's (Coordinating Council for Children, Youth, and Families) overall goal is to develop policy and program recommendations to ensure that Cambridge is a place where children and youth are healthy, safe, educated, and civically engaged. This year, the Kids' Council will continue to focus on "Family Engagement" and how it plays a vital role in furthering the goal. The Kids' Council is developing recommendations to make it easier for families to access information, services, and resources in Cambridge.

Because its membership includes the Mayor, residents, elected officials, City department heads, community and non-profit leaders, business, early childhood, philanthropic, university, and youth representation, the Kids' Council is well positioned to provide leadership in developing a comprehensive approach to meeting the needs of children, youth, and families.

The Cambridge Youth Council, a subcommittee of the Kids' Council, includes 16 high school students who work on projects related to the Kids' Council's goals and topics that are of interest to young people. This year, Youth Council members will create a mentoring program for middle and high school students, as well as organize events for young people to discuss issues that are important to them.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Develop policies and programs aimed at making it easier for families to access information, services, and resources available in Cambridge, as well as deepen family engagement.**
-  2. **Establish university and community partnerships to support the Kids' Council's work.**
-  3. **Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Develop a centralized resource website so that families can find what they are looking for in a timely way	n/a	30%	100%
2	Number of university and community partnerships established	4	4	4
3	Number of activities organized and implemented by Youth Council to engage with other youth and with families	10	9	9

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$126,915	\$129,620	\$161,695
OTHER ORDINARY MAINTENANCE	\$5,475	\$11,970	\$25,670
TRAVEL & TRAINING	\$14,435	\$15,450	\$15,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$146,825</b>	<b>\$157,040</b>	<b>\$202,815</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# HUMAN SERVICES - KING OPEN EXTENDED DAY

## MISSION & SERVICES

The King Open Extended Day (KOED) provides high quality, child-centered social learning and academic support to King Open students in junior kindergarten through fifth grade both after school and during the school day. Enlisting and engaging families as partners with King Open faculty, KOED staff create a rich and responsive environment of learning and community that reinforces each child’s sense of identity, self-esteem, and belonging. KOED staff utilize project-based learning curriculum delivery along with the Responsive Classroom approach to teaching practice and the Nurtured Heart approach to relationship building. Head teachers at KOED work within the King Open school day classrooms 5-10 hours a week supporting students’ academic development by facilitating one-on-one instruction, supporting classroom instruction, participating in Response to Intervention initiatives, and participating in special education support.



KOED supports children’s social and academic learning

## FY16 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Continue to provide high quality, social skill building, afterschool programming. Continue to support students’ academic development by working with King Open School faculty during the school day.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of King Open students in junior kindergarten through fifth grade enrolled in KOED	118	114	120
1	Number of students receiving individualized academic support at least twice a week during King Open school day classes from KOED staff	20	25	30
1	Number of classrooms engaged in in-depth, data driven family engagement planning activities and professional development training with site-based follow-up support	4	4	5

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$666,435	\$643,925	\$668,180
OTHER ORDINARY MAINTENANCE	\$52,725	\$55,355	\$55,355
TRAVEL & TRAINING	\$5,520	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$724,680</b>	<b>\$703,780</b>	<b>\$728,035</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>

# HUMAN SERVICES - CHILDCARE & FAMILY SUPPORT SERVICES

## MISSION & SERVICES

The Childcare & Family Support Division aims to offer children high quality services that support their social and emotional development and school success. These services take place in preschools and afterschool programs. Approximately 117 Cambridge preschool children ages 2.9 to kindergarten benefit from play-based early learning experiences provided in a stimulating and nurturing environment. Preschools, most of which operate 10 hours a day throughout the year, are accredited by the National Association for the Education of Young Children and are at Level 3 (out of 4) on the Department of Early Education and Care’s Quality Rating Improvement System.

In addition, approximately 170 Cambridge children ages 4.5 to 11 years old participate in up to four hours of afterschool programming five days a week, as well as in programs offered during school vacation weeks and on snow days. Programs offer developmentally appropriate, project-based learning curriculum linked to CPS learning strands. Daily activities are designed to improve children’s personal and social development. Afterschool staff purposefully connect with school-day teaching staff to provide children with individualized support.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to offer high quality, affordable, licensed preschool and afterschool programming to a diverse population.
-  2. Provide families with parenting education, support, and engagement in order to support them in raising children who thrive and succeed.
-  3. Continue to support connections between school-day and afterschool staff in order to provide consistent support to children and families.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Percent of children receiving some subsidy or scholarship	52%	42%	45%
1	Percent of teachers remaining for more than two years	66%	70%	71%
2	Number of strategies used to increase family engagement in programs	7	7	8
3	Number of collaborations between preschool and afterschool programs	3	9	11
3	Number of children for whom a connection is made between school-day and afterschool teaching staff	106	100	105

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$3,447,000	\$3,470,650	\$3,448,610
OTHER ORDINARY MAINTENANCE	\$95,435	\$136,240	\$136,240
TRAVEL & TRAINING	\$13,505	\$17,500	\$17,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,555,940</b>	<b>\$3,624,390</b>	<b>\$3,602,350</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>28</b>	<b>28</b>	<b>28</b>

# HUMAN SERVICES - COMMUNITY SCHOOLS

## MISSION & SERVICES

Twelve Community School sites provide a network of neighborhood services offering educational, cultural, social, and recreational opportunities for all age groups. Community School directors work with their Neighborhood Councils to assess community needs and design quality, cost effective OST programs, including enrichment classes, school vacation camps, and full-day summer camps. This past year, developing science, technology, engineering, and math education has been a priority. Arts education remains a focus through visual and performing art classes and in partnerships with the Boston Museum of Fine Arts and the Cambridge Performance Project. Financial assistance is provided in all aspects of the programs. Directors also plan cultural and social outings for seniors. The Summer Arts in the Parks activities, Camp Information Night, Annual Citywide Children’s Art Gallery, and many senior events bring together residents of all ages representing the racial and ethnic diversity of the city. Directors and managers focus on best practices and professional development with an emphasis on inclusion, quality, developmentally appropriate curriculum, and safety. Several programs participate in the Agenda for Children’s Quality Initiative to identify program strengths and implement improvement goals, family engagement, staff professional development, evaluation, and long-term planning.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide quality OST programs such as enrichment classes and summer and vacation camps. Continue to support Neighborhood Councils' collaboration with other neighborhood coalitions to address community needs.
-  2. Provide year-round programs and events for children, families, and seniors to foster community.
-  3. Provide opportunities for family engagement and staff professional development.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Children's classes citywide during the school year	1,973	1,980	2,000
1	Adult, family, and senior classes citywide during the school year	382	385	390
1	Children served in summer camps	762	830	850
2	Number of Arts in the Park events	162	165	170
2	Number of family events	124	130	140
3	Number of sites engaged in in-depth data driven Family Engagement and Program Quality Improvement assessment	5	9	10

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$2,628,600	\$2,752,620	\$2,788,300
OTHER ORDINARY MAINTENANCE	\$384,990	\$452,800	\$452,800
TRAVEL & TRAINING	\$1,030	\$2,000	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$3,014,620</b>	<b>\$3,207,420</b>	<b>\$3,243,100</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>16</b>	<b>16</b>	<b>16</b>

# HUMAN SERVICES - YOUTH PROGRAMS

## MISSION & SERVICES

The mission of Cambridge Youth Programs (CYP) is to offer diverse program services, including enrichment, relationship building, and opportunities that enable Cambridge Youth ages 9 – 19 to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, civic engagement, and adult life. CYP provides year-round activities for more than 1,000 youth each year. DHSP's five state-of-the-art Youth Centers are conveniently located around the city. CYP operates two distinct programs at four of the Youth Centers – an afterschool program for youth in grades 4-8 and an evening Teen Program for youth enrolled in ninth grade through age 19. One Youth Center serves teens exclusively from 2-9pm. CYP programs are designed to align with national research to promote youth development and leadership. In addition, CYP offers affordable, fun, high-quality, and full-day programs during school vacation weeks and summer months.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide quality OST programs for pre-teens in grades 4-8.
-  2. Provide quality programming for teens ages 14-19.
-  3. Increase program visibility and strengthen connections to families, neighborhoods, schools, and community-based organizations.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of 4th-8th graders enrolled in afterschool programs	422	415	415
1	Number of 4th-8th graders enrolled in summer programs	317	336	350
1	Number of 6th- 8th graders participating in Middle School Activities Club OST Activities	117	200	200
1	Number of programs engaged in data-driven family engagement planning and professional development for staff	9	9	10
2	Teens enrolled in school year programming	532	500	500
2	Teens involved in summer programming	399	369	400
2	Number of intensive work-based programs offered to teens	10	12	12
3	Programmatic partnerships and collaborations	75	75	75
3	Community events sponsored by or supported by CYP	45	45	50

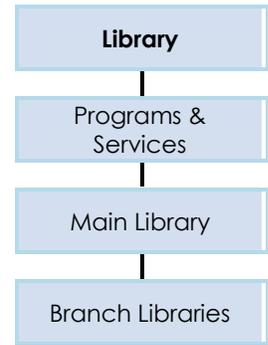
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,971,505	\$2,405,410	\$2,611,830
OTHER ORDINARY MAINTENANCE	\$130,865	\$158,750	\$158,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,102,370</b>	<b>\$2,564,160</b>	<b>\$2,770,580</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>19</b>	<b>19</b>	<b>19</b>

# LIBRARY

## DEPARTMENT OVERVIEW

For all the people of our city, the Cambridge Public Library opens doors to the world's ideas, perspectives, arts, and occupations, and fosters a lifelong love of reading. The Library actively promotes free and confidential access to its resources and programs in formats appropriate to the varied needs of its users and assures its patrons a public space, both physical and virtual, for discourse and for their pursuit of learning and recreation.



The Library serves as the civic heart of the community, providing a place for residents of all ages and backgrounds to come together to learn and expand their horizons. Programming includes book discussion groups, author readings and topical presentations, film presentations, adult literacy classes, English conversation groups, computer instruction, children's story times, and sing-alongs. Library services are offered at all locations for a collective total of 285 hours each week. Online, streaming, and downloadable resources are available 24/7 through the Library's website.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
FINES & FORFEITS	\$104,180	\$85,000	\$85,000
INTERGOVERNMENTAL REVENUE	\$421,495	\$446,405	\$446,405
TAXES	\$8,464,745	\$8,757,675	\$9,192,585
<b>TOTAL BUDGETED REVENUE</b>	<b>\$8,990,420</b>	<b>\$9,289,080</b>	<b>\$9,723,990</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$6,966,335	\$7,104,750	\$7,263,105
OTHER ORDINARY MAINTENANCE	\$2,152,640	\$2,413,920	\$2,394,235
TRAVEL & TRAINING	\$51,385	\$81,650	\$66,650
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$9,170,360</b>	<b>\$9,600,320</b>	<b>\$9,723,990</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>66</b>	<b>68</b>	<b>68</b>

# LIBRARY - PROGRAMS & SERVICES

## MISSION & SERVICES

Although the library system has seven locations, many of the services and programs it offers span multiple library branches. Because the Library operates as one entity, the objectives and performance measures listed below reflect programs and services offered by the entire Cambridge library system. Every library checks materials in and out, answers patron queries, offers adult and children's programs, processes network transfers, registers new borrowers for library cards, and selects new materials for their collections.



Library users at the Boudreau Branch recommend their favorite books to their neighbors

## FY16 OBJECTIVES & PERFORMANCE MEASURES

1. **Maintain quality of traditional services in an efficient and cost effective manner while expanding access to electronic and online content.**
2. **Provide library users with access to a broad collection of print, electronic, and audiovisual resources within the library and remotely.**
3. **Promote literacy development and library use for all ages.**

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Check-outs	1,360,545	1,400,000	<b>1,400,000</b>
1	Renewals	282,307	290,000	<b>290,000</b>
1	Check-ins	1,229,771	1,235,350	<b>1,235,350</b>
1	Total program attendance	87,007	85,000	<b>85,000</b>
2	Process network transfers	338,944	338,000	<b>330,000</b>
2	Select, purchase, and catalog new acquisitions for library collection	50,596	45,000	<b>45,000</b>
2	Number of items in collection	401,469	405,000	<b>410,000</b>
2	E-books and downloadable audio books available (# of volumes)	27,839	32,000	<b>40,000</b>
2	Streaming content access	n/a	n/a	<b>30,000</b>
2	In-library computer sessions	203,905	193,000	<b>190,000</b>
2	Downloads of e-books and audio books	43,261	60,000	<b>65,000</b>
2	Provide access to online research resources (# of searches)	n/a	320,000	<b>350,000</b>
3	New cardholders registered	9,480	10,000	<b>10,000</b>
3	Number of active cardholders	73,271	74,000	<b>74,500</b>
3	Children's books checked out during the summer	71,950	71,342	<b>71,000</b>
3	Book discussion groups for all ages	n/a	n/a	<b>120</b>
3	Story times for preschool children	446	450	<b>450</b>
3	Conduct on-site story times at daycare centers and nursery schools	137	200	<b>200</b>
3	Story times/sing-alongs conducted in languages other than English	87	80	<b>75</b>
3	Programs that promote adult literacy and English proficiency	645	800	<b>730</b>
3	Individual tutoring sessions for adults learning English	1,672	1,200	<b>1,200</b>
3	Participation in technology literacy classes	n/a	1,000	<b>700</b>

# LIBRARY - MAIN LIBRARY

## MISSION & SERVICES

The Main Library is the largest location in the Cambridge Public Library system. It is open seven days a week and offers the most in-depth selection of materials for at home and in-library use. The Main Library provides public meeting spaces, a computer training classroom, and over 100 computers for public use. It also offers lectures, films, author events, concerts, and other educational and cultural events for the Cambridge community.

All of the administrative functions of the Library are housed in the Main Library, including financial operations, purchasing, human resources, facilities management, information technology support, acquisitions and processing of library materials, outreach to senior citizens, and public relations.



The Main Library at 449 Broadway

## FY16 OBJECTIVES & PERFORMANCE MEASURES

### 1. Sustain active use of Main Library.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Provide a welcoming environment for all visitors	601,078	600,000	600,000
1	Offer author readings, lectures, films, concerts, and other cultural programming to promote library use and community building	129	160	150
1	Provide small conference rooms to the public (# of uses)	1,874	1,750	1,500
1	Deliver library materials to home-bound residents, nursing homes, and senior housing (# of books)	8,036	8,000	8,000

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$5,089,840	\$5,176,545	\$5,400,260
OTHER ORDINARY MAINTENANCE	\$1,811,980	\$2,113,635	\$2,079,150
TRAVEL & TRAINING	\$51,385	\$81,650	\$66,650
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$6,953,205</b>	<b>\$7,371,830</b>	<b>\$7,546,060</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>48</b>	<b>50</b>	<b>50</b>

# LIBRARY - BRANCH LIBRARIES

## MISSION & SERVICES

The library system has six branch libraries: Boudreau, Central Square, Collins, O'Connell, O'Neill, and Valente. Branch libraries are designed to provide neighborhood-based services, especially to children and their families. Branch library collections specialize in high demand materials such as popular fiction and nonfiction books for adults and children, audiovisual materials, and books and magazines in languages other than English, where demand exists. The Central Square Branch is home to the Library's Adult Literacy Program and the Valente Branch offers an extensive collection of materials in Portuguese.



Community members share a good book at the O'Connell Library

Branch libraries are intended to offer basic services and not to duplicate the in-depth and extensive collection and services of the Main Library. Branch staff members are responsible for outreach to community members in their neighborhoods. The small size of the branch libraries enables them to customize services for the unique needs of their constituents.

## FY16 OBJECTIVES & PERFORMANCE MEASURES

### 1. Promote library use and support neighborhood vitality.

OBJ.	PERFORMANCE MEASURES	FY14 ACTUAL	FY15 PROJECTED	FY16 TARGET
1	Number of visitors to the branches	n/a	325,000	300,000
1	Programs offered to the community	1,950	1,400	1,300
1	Number of exhibits at O'Neill Branch	12	10	10
1	Provide space for community groups to meet at the Central Square Branch (# of meeting room requests)	21	45	45
1	Number of exhibits at Central Square	6	10	10

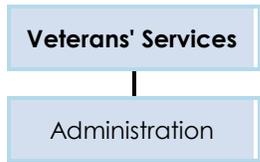
## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$1,876,495	\$1,928,205	\$1,862,845
OTHER ORDINARY MAINTENANCE	\$340,660	\$300,285	\$315,085
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$2,217,155</b>	<b>\$2,228,490</b>	<b>\$2,177,930</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>18</b>	<b>18</b>	<b>18</b>

# VETERANS' SERVICES

## DEPARTMENT OVERVIEW

Mandated by Massachusetts General Laws, Chapter 115, the Department of Veterans' Services' mission is to advocate on behalf of Cambridge veterans and their families and provide them with quality support services. The Department administers a public assistance program that provides monetary aid to qualified veterans and/or their dependents. Benefits may include a cash benefit for food, clothing, shelter, fuel, medical expenses, and burial expenses. The Commonwealth reimburses the City for 75% of the benefit cost for this program.



The Department coordinates public events on Patriots' Day, Veterans' Day, and Memorial Day, including the annual Memorial Day Parade and Observance. During Memorial Day weekend, the Department, with the help of the local Little Leagues, Boy Scouts, and Girl Scouts, places over 9,200 flags on the graves of veterans interred in Cambridge cemeteries.

Department staff also assist veterans in applying for federal Department of Veterans Affairs (VA) benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, and pension benefits for those veterans in nursing homes or who are housebound.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
INTERGOVERNMENTAL REVENUE	\$479,300	\$532,475	\$533,075
TAXES	\$510,630	\$603,450	\$589,995
<b>TOTAL BUDGETED REVENUE</b>	<b>\$989,930</b>	<b>\$1,135,925</b>	<b>\$1,123,070</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$233,805	\$282,315	\$296,670
OTHER ORDINARY MAINTENANCE	\$50,200	\$54,900	\$54,900
TRAVEL & TRAINING	\$750,830	\$731,500	\$771,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,034,835</b>	<b>\$1,068,715</b>	<b>\$1,123,070</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# VETERANS' SERVICES - ADMINISTRATION & BENEFITS

## MISSION & SERVICES

Veterans' Services staff advocates for all Cambridge veterans and their dependents. The Department advises clients on the availability of federal and state services and benefits to which they are entitled, such as monthly cash benefits, medical reimbursements, burial benefits, annuities, tax exemptions, and state military bonuses. Additionally, the Department provides financial assistance to low-income veterans, surviving spouses, and their dependents.



Annual Memorial Day commemoration

## FY16 OBJECTIVES & PERFORMANCE MEASURES

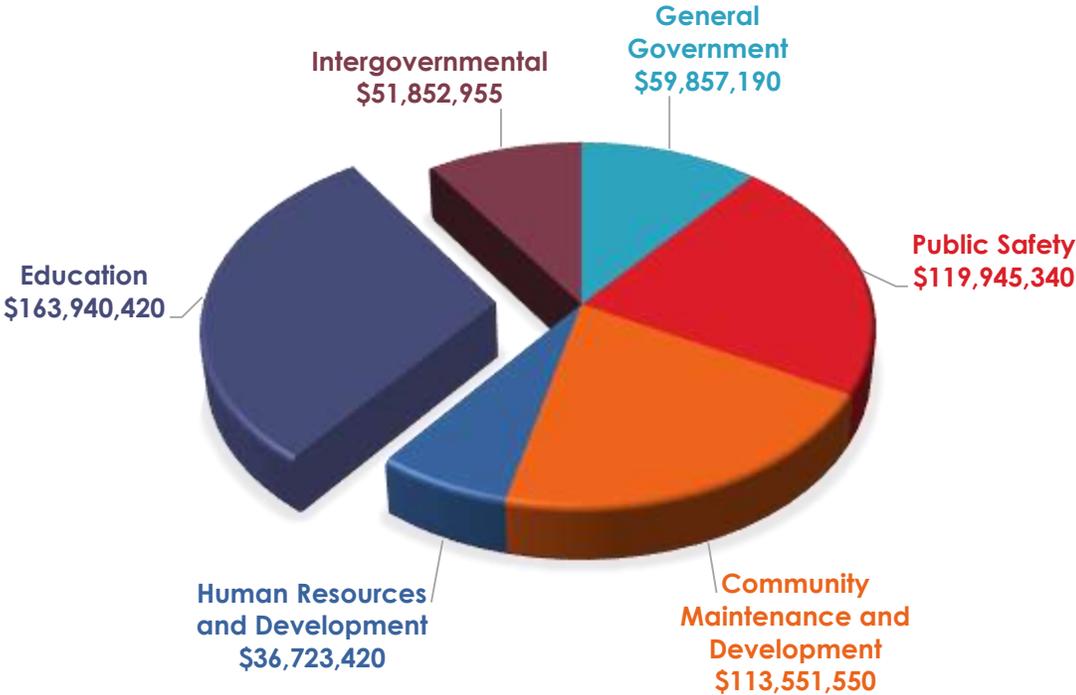
1. **Increase public awareness of veterans' benefits and services through the Department website, announcements on 22-CityView, and during Department observances.**
2. **Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans. Increase community participation in veterans' events through the media and linkages with schools, community organizations, and other City departments.**
3. **Continue to upgrade staff skills with an emphasis on team building, skill sharing, and accountability. Continue collaboration with other Veterans' Services Officers through the federal Department of Veterans' Affairs.**
4. **Aggressively identify and access federal and state resources for eligible clients.**

## DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
SALARIES & WAGES	\$233,805	\$282,315	\$296,670
OTHER ORDINARY MAINTENANCE	\$50,200	\$54,900	\$54,900
TRAVEL & TRAINING	\$750,830	\$731,500	\$771,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$1,034,835</b>	<b>\$1,068,715</b>	<b>\$1,123,070</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>2</b>	<b>2</b>	<b>2</b>

# EDUCATION

## FY16 OPERATING BUDGET – EXPENDITURES BY FUNCTION: \$545,870,875



### EDUCATION

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 PROPOSED
CHARGES FOR SERVICES	\$0	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$22,479,395	\$22,504,945	\$22,504,945
MISCELLANEOUS REVENUE	\$586,670	\$563,765	\$540,865
TAXES	\$127,497,830	\$133,125,925	\$140,719,610
<b>TOTAL BUDGETED REVENUE</b>	<b>\$150,663,895</b>	<b>\$156,369,635</b>	<b>\$163,940,420</b>
PROGRAM EXPENDITURES			
EDUCATION	\$150,894,640	\$156,669,635	\$163,940,420
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$150,894,640</b>	<b>\$156,669,635</b>	<b>\$163,940,420</b>

# EDUCATION

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## **DEPARTMENT OVERVIEW**

The School Committee adopted the FY16 School budget of \$163,940,420, which represents an increase of \$7,270,785 (4.6%) over the FY15 budget of \$156,669,635. The FY16 budget meets financial guidelines established by the City Manager. Detailed information on the FY16 School budget can be found on the CPS website at [www.cpsd.us](http://www.cpsd.us). The following are the School Committee's Guidelines for FY16:

**Mission:** The Cambridge Public Schools will be a diverse urban school system that works with families and the community to successfully educate ALL of its students at high levels.

**Budget Guideline Purpose:** Budget Guidelines are meant to provide broad, overarching themes to assist the Superintendent in development of the budget. These guidelines are not meant to identify specific programs or initiatives but rather to operate on a macro level and to express the major themes the School Committee wishes to be addressed in the development of the FY16 budget.

**Elementary Schools:** Adequate funding should be allocated to accommodate increased student enrollment and the continued implementation of a multi-tiered system of student assessments and interventions at each school. The School Committee requests that the Superintendent provide recommendations for increasing the percentage of students who are assessed as reading at a “proficient” level by third grade.

**Family Engagement:** Every CPS school should provide a safe, welcoming environment for all students and their families/caregivers. The School Committee requests that the Superintendent strengthen efforts to effectively engage families and the Cambridge community in support of student achievement. The FY16 budget should support improved mechanisms for communicating our successes to the Cambridge community.

**High School:** The School Committee requests that the Superintendent fund CRLS, RSTA, and the High School Extension Program in ways that continue the academic, social, and extracurricular excellence we have come to expect. All students in grades 9-12 experience support, guidance, and challenges in order to prepare them for future endeavors post-graduation. The FY16 budget should support favorable class size in CRLS classes.

**Operations & Long Range Planning:** The School Committee requests that the Superintendent develop a budget that considers staff levels for school-based and non-school based personnel, ongoing review, and assessment of operational departments. The budget should ensure funding for continued capital projects so that our schools are safe and supportive of evolving requirements of modern teaching and learning for students, staff, and families. In addition, the District should identify cost savings through energy efficiency and sustainability in all school buildings and explore a permanent location for CPS Administration.

**Program & Curriculum Evaluation:** The School Committee believes that the FY16 budget should continue to support systematic curriculum and program evaluation to ensure that students receive excellent instruction and coherent, high quality curriculum in every subject area. Teaching and learning standards must be well planned and aligned with the Common Core and the Massachusetts Curriculum

# EDUCATION

Frameworks. Funding should be available to implement improvements recommended in program evaluations. Consideration should be given to development of alternative measures of achievement.

**School Climate:** We ask that the Superintendent continue to support our mutual goal of educating students in inclusive environments based on their individual needs. Every school should provide a safe, supportive, and nurturing environment that allows students and staff to focus on achievement without distraction. The FY16 budget should support and enhance effective programs and curriculum that produce students who are physically, mentally, emotionally, and socially healthy and safe. The FY16 budget should support the goal of building a district-wide faculty that more closely reflects the diversity of our student body.

**Student Achievement:** Budget decisions regarding programming, staffing, curriculum etc. should be data-driven and tied to the goal of improving academic outcomes for all students. We ask the Superintendent to place particular emphasis on raising achievement for all students, with accelerated achievement growth for students in certain sub-groups to reduce achievement gaps, as well as provide an appropriate level of academic challenge for high-achieving students. The FY16 budget should provide adequate funding for continued improvements in programs for students with disabilities and students who are English language learners.

**Upper Schools:** Ongoing support for the Upper Schools is essential to building a successful program in grades 6-8. The School Committee requests that the Superintendent continue to refine the Upper School program in order to meet the Innovation Agenda goal of providing a superior academic and social experience for all students that prepares them for success in high school and post-secondary education. We ask the Superintendent to make recommendations on strengthening the academic program and building a support system for social/emotional learning.

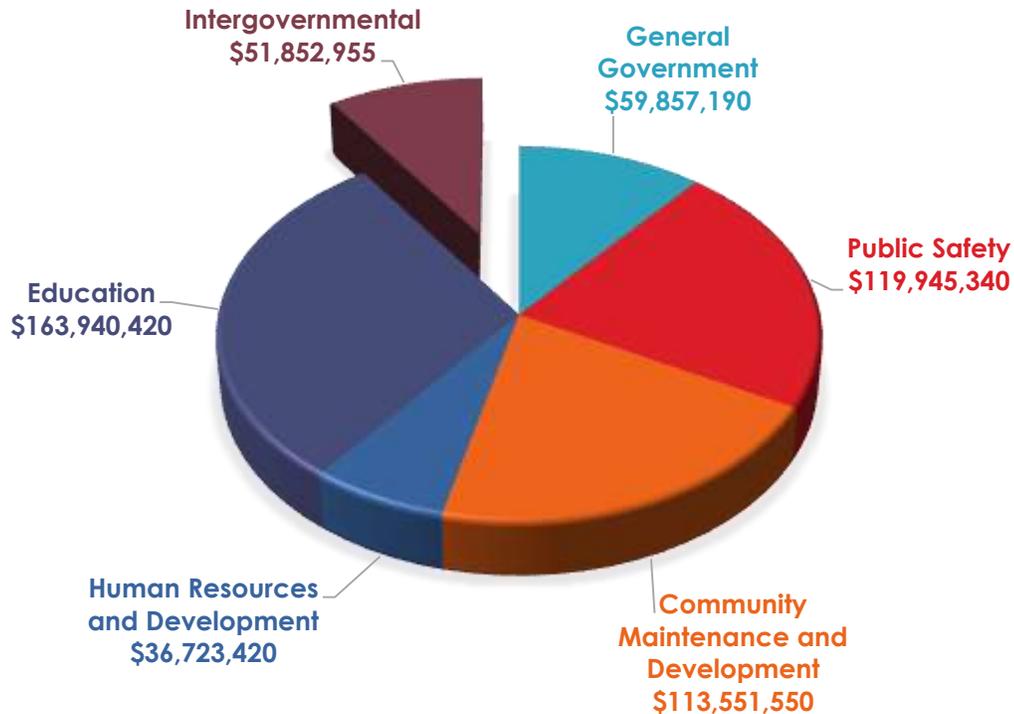
## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$0	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$22,479,395	\$22,504,945	\$22,504,945
MISCELLANEOUS REVENUE	\$586,670	\$563,765	\$540,865
TAXES	\$127,497,830	\$133,125,925	\$140,719,610
<b>TOTAL BUDGETED REVENUE</b>	<b>\$150,663,895</b>	<b>\$156,369,635</b>	<b>\$163,940,420</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$123,044,420	\$129,535,265	\$136,528,235
OTHER ORDINARY MAINTENANCE	\$25,913,935	\$25,323,280	\$25,447,265
TRAVEL & TRAINING	\$1,087,400	\$1,035,875	\$1,212,605
EXTRAORDINARY EXPENDITURES	\$848,885	\$775,215	\$752,315
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$150,894,640</b>	<b>\$156,669,635</b>	<b>\$163,940,420</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# INTERGOVERNMENTAL

## FY16 OPERATING BUDGET – EXPENDITURES BY FUNCTION: \$545,870,875



### INTERGOVERNMENTAL

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 PROPOSED
CHARGES FOR SERVICES	\$22,796,740	\$23,915,295	\$23,997,500
INTERGOVERNMENTAL REVENUE	\$1,759,170	\$896,520	\$896,520
TAXES	\$24,794,460	\$26,371,080	\$26,958,935
<b>TOTAL BUDGETED REVENUE</b>	<b>\$49,350,370</b>	<b>\$51,182,895</b>	<b>\$51,852,955</b>
PROGRAM EXPENDITURES			
CAMBRIDGE HEALTH ALLIANCE	\$6,500,000	\$6,750,000	\$7,000,000
CHERRY SHEET	\$19,958,465	\$21,504,975	\$21,336,755
MASSACHUSETTS WATER RESOURCES AUTHORITY	\$21,224,420	\$22,157,760	\$23,516,200
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$47,682,885</b>	<b>\$50,412,735</b>	<b>\$51,852,955</b>

# CAMBRIDGE HEALTH ALLIANCE

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## DEPARTMENT OVERVIEW

The Cambridge Public Health Commission, d/b/a Cambridge Health Alliance (CHA), has served as a vital resource to the citizens of Cambridge since its 1996 creation as an independent public instrumentality by special act of the legislature, Chapter 147 of the Acts of 1996. The legislation charges CHA to “perform the duties conferred or imposed upon boards of health of cities in the commonwealth” by state law, which CHA does through its Cambridge Public Health Department. In 1997, the City and CHA entered into an agreement for CHA to perform this essential function, and in 2010, the City and CHA renewed the agreement for an additional seven-year period that runs until the last day of FY17.

An integral part of CHA, the Cambridge Public Health Department is responsible for protecting the health and improving the quality of life of all who live, learn, work, and play in Cambridge. Programs include communicable disease prevention and control, school health, environmental health, emergency preparedness, community health and wellness, epidemiology and data services, and regulatory enforcement. The Department plays a major role in several City initiatives, including domestic violence prevention, the Agenda for Children, and the Men’s Health League.

In 2014, the Department released a comprehensive community health assessment that reflected broad participation of people who live and work in Cambridge. Using this information, the Department engaged City and community partners in developing a health improvement plan for the City. Both projects are part of a larger effort by the Health Department to become one of the first health departments in Massachusetts to receive national accreditation and to transform the practice of local public health.

The Department continued to promote disease and injury prevention through direct services and trainings, policy development, and targeted campaigns. Staff also continued to forge relationships with City and community partners to address the underlying social and economic causes of poor health. 2014 highlights include the Department’s annual flu clinics, promulgating a local regulation to ensure safe access to medical marijuana in Cambridge, securing stricter laws on outdoor smoking and youth access to tobacco products, coordinating with City and state partners to prepare for potential Ebola cases, launching a multifaceted public awareness campaign on the benefits of talking with young children, and organizing the first annual “Be All Right” health event for public high school students.

Consistent with statewide and national efforts, addressing the city’s obesity epidemic remained a significant focus. In addition to facilitating the Food and Fitness Policy Council, the Department led multiple initiatives aimed at increasing access to healthy foods and fitness opportunities in Cambridge. In 2014, the Department was awarded a 33-month \$165,000 state grant to support policy, systems, and environmental change around healthy eating, active living, and healthy physical environments.

The table on the next page provides a snapshot of the FY15 CHA budget for public health and community health services in Cambridge. The FY16 budget is currently under development.

# CAMBRIDGE HEALTH ALLIANCE

CAMBRIDGE PUBLIC HEALTH DEPARTMENT						
	FY14 Non-Grant Budget	FY14 Grant Budget	Total FY14 Budget	FY15 Non-Grant Budget	FY15 Grant Budget	Total FY15 Budget
<b>DESCRIPTION - DEPARTMENTAL EXPENSES</b>						
Staffing / Personnel	\$4,711,423	\$584,224	\$5,295,647	\$5,121,493	\$567,333	\$5,688,826
Retiree Health Costs (GASB)	\$69,800		\$69,800	\$69,800		\$69,800
Supplies	\$103,724	\$100,025	\$203,749	\$29,456	\$7,731	\$37,187
Services	\$437,624	\$359,896	\$797,520	\$378,238	\$480,478	\$858,716
Travel / Training	\$29,325	\$41,250	\$70,575	\$33,011	\$17,893	\$50,904
<b>Total Departmental Expenses (1)</b>	<b>\$5,351,896</b>	<b>\$1,085,395</b>	<b>\$6,437,291</b>	<b>\$5,631,998</b>	<b>\$1,073,435</b>	<b>\$6,705,433</b>
<b>CHA PUBLIC &amp; COMMUNITY HEALTH SERVICES</b>						
Cambridge Teen Health Center	\$203,695		\$203,695	\$313,041		\$313,041
Healthcare for the Homeless	\$380,239	\$123,847	\$504,086	\$411,898	\$136,256	\$548,154
Institute for Community Health	\$82,867		\$82,867	\$73,333		\$73,333
Physician Consultation (2)	\$60,000		\$60,000	\$60,000		\$60,000
119 Windsor Street - 13,042 Sq. Ft. - Maintenance & Utilities Only	\$0		\$0	\$0		\$0
Administrative Services (IT, Human Resources, Finance & Admin) (3)	\$692,971	\$137,854	\$830,825	\$743,136	\$138,510	\$881,646
<b>Total</b>	<b>\$1,419,772</b>	<b>\$261,701</b>	<b>\$1,681,473</b>	<b>\$1,601,408</b>	<b>\$274,766</b>	<b>\$1,876,174</b>
<b>TOTAL CHA PH EXPENSES (NON-GRANT)</b>	<b>\$6,771,668</b>			<b>\$7,233,406</b>		
<b>TOTAL CHA COMM/PH EXPENSES (4)</b>						
			<b>\$8,118,764</b>			<b>\$8,581,607</b>

(1) Does not include depreciation expense.

(2) Provided for pediatric, adult medicine, and occupational health consultations.

(3) Calculated at 11.4% of operational costs for CHA public and community health services plus Health Department.

(4) Includes CPHD total grant activity expense.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
TAXES	\$6,500,000	\$6,750,000	\$7,000,000
<b>TOTAL BUDGETED REVENUE</b>	<b>\$6,500,000</b>	<b>\$6,750,000</b>	<b>\$7,000,000</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$6,500,000	\$6,750,000	\$7,000,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$6,500,000</b>	<b>\$6,750,000</b>	<b>\$7,000,000</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# CHERRY SHEET

## DEPARTMENT OVERVIEW

The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state. The figures shown here are based on the prior year Cherry Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

**Air Pollution Control (\$45,100):** The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

**Education (\$11,689,620):** The primary component of this allocation is the Charter School Sending Tuition assessment which is the amount charged for Cambridge students who attend charter schools. The amount is based on the number of students, multiplied by the tuition rate of the sending district as calculated by the state.

**Elderly Governmental Retirees (\$1,365):** This is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium cost as determined by the state.

**Metropolitan Area Planning Council (\$53,125):** Assessments are made to municipalities to finance the MAPC, which promotes urban planning, supports regional collaboration, and responds to common urban problems of member communities.

**Public Transportation (\$9,066,245):** The Massachusetts Bay Transportation Authority 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.

**Registry of Motor Vehicles (RMV) - Hold Program (\$481,300):** This charge enables the City to request that the state RMV not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$445,280	\$481,300	\$481,300
INTERGOVERNMENTAL REVENUE	\$1,759,170	\$896,520	\$896,520
TAXES	\$18,294,460	\$19,621,080	\$19,958,935
<b>TOTAL BUDGETED REVENUE</b>	<b>\$20,498,910</b>	<b>\$20,998,900</b>	<b>\$21,336,755</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$19,958,465	\$21,504,975	\$21,336,755
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$19,958,465</b>	<b>\$21,504,975</b>	<b>\$21,336,755</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>0</b>

# MASSACHUSETTS WATER RESOURCES AUTHORITY

## DEPARTMENT OVERVIEW

The Massachusetts Water Resources Authority (MWRA) oversees the operation of metropolitan Boston’s sewer and waterworks system. Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City’s water rate. However, because the MWRA is responsible for improving existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City’s sewer service charge.

For FY16, the MWRA estimated charge of \$23,516,200 represents a 6.1%, or \$1,358,440, increase from the FY15 assessment of \$22,157,760. The FY16 MWRA budget amount is based on an estimate received from the MWRA and is subject to change when the MWRA adopts its budget in the spring. The MWRA assessment accounts for 52% of the total Sewer budget.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY14 ACTUAL	FY15 PROJECTED	FY16 BUDGET
CHARGES FOR SERVICES	\$22,351,460	\$23,433,995	\$23,516,200
<b>TOTAL BUDGETED REVENUE</b>	\$22,351,460	\$23,433,995	\$23,516,200
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$21,224,420	\$22,157,760	\$23,516,200
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
<b>TOTAL BUDGETED EXPENDITURES</b>	\$21,224,420	\$22,157,760	\$23,516,200
<b>FULL-TIME BUDGETED EMPLOYEES</b>	0	0	0

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## **SECTION VI**

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### **PUBLIC INVESTMENT**

# **PUBLIC INVESTMENT**

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## **CAPITAL BUDGETING PROCESS**

The capital budget is one of the most significant components of the City's financial plan. 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, the Chief Financial Officer of the School Department, the heads of the Finance, Community Development, Budget, Police, Human Services, and Public Works Departments, and other City staff – meet to ensure that citywide needs are addressed in a timely and efficient manner.

The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital plan, to formulate budget guidelines for departments. The City's FY16 projections, which were presented to the credit rating agencies in January 2015, prior to the bond sale.

The Capital Investment Committee submitted a FY16 Pay-As-You-Go capital budget of \$5,478,000 (\$1,500,000 for citywide projects, \$3,450,000 for E-Gov projects, and \$528,000 for Participatory Budgeting). The IT initiatives were evaluated as to how they aligned with the City Council goals and IT Strategic Imperatives. Participatory Budgeting is a process in which residents, for the first time, directly decided how to spend part of the City's capital budget on projects to improve the community.

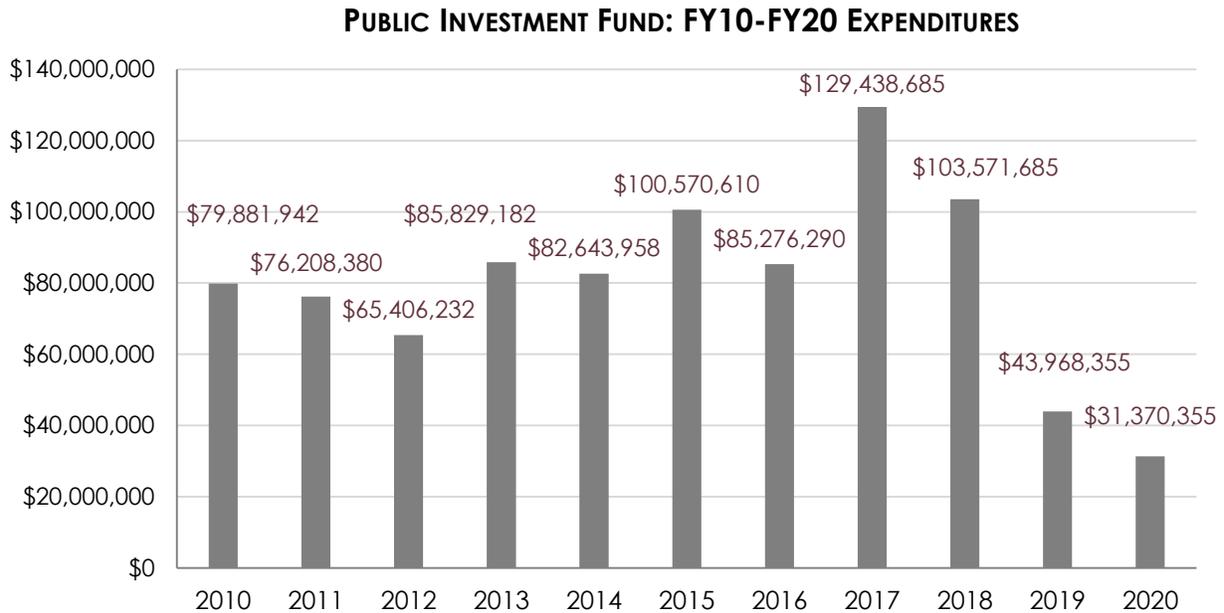
For the FY16 capital budget process, departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved amount received in FY15. Departments that did not receive a Pay-As-You-Go appropriation in FY15 or those that wanted to increase their current funding allocation could submit a FY16 supplemental request. This process required departments to focus their priorities and produce a sustainable plan for future years.

The Budget Office periodically reviews unexpended balances contained in existing capital budgets to determine if balances can be reallocated to other areas or are sufficient to provide funding for ongoing projects. Department heads and project managers also work closely with the Finance Department in developing detailed cash flow forecasts and project schedules for capital projects that will be bonded. This process will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

# PUBLIC INVESTMENT

## HISTORICAL & PROJECTED EXPENDITURES

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. FY10-14 reflect actual expenditures as per the CAFR. FY15 shows an estimated actual amount. FY16 is the amount budgeted from all funding sources. FY17-20 are projected amounts as per the Five-Year Public Investment Plan.

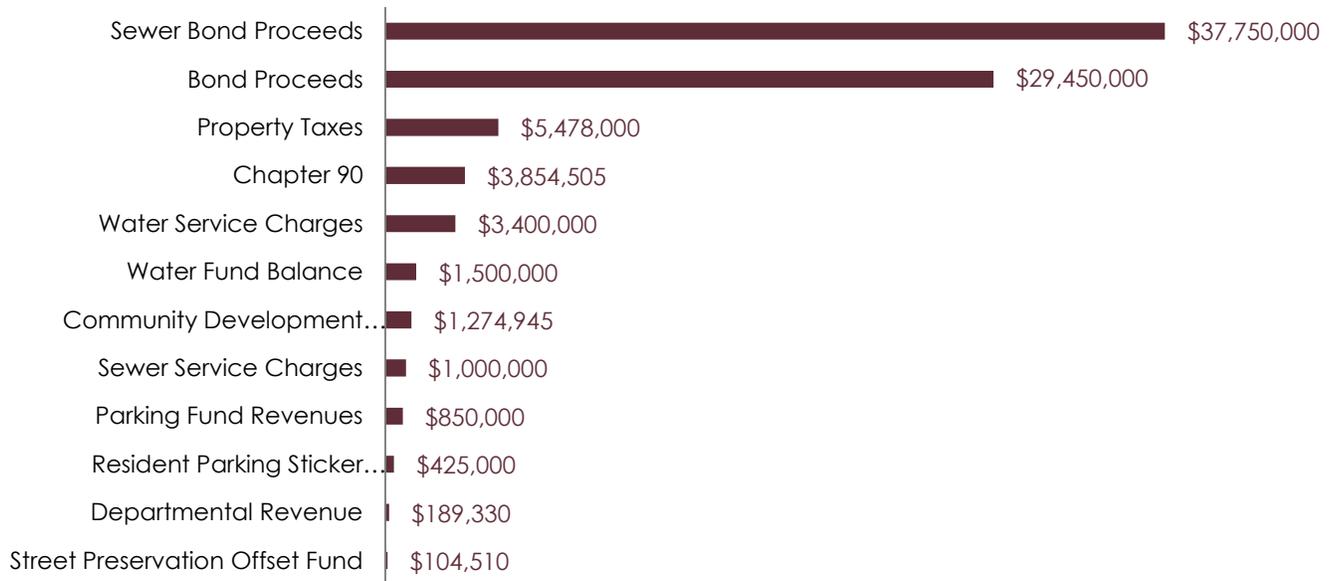


## CAPITAL CALENDAR

<b>DECEMBER 10, 2014</b>	Briefing on FY16 budget guidelines by City Manager. Distribution of budget notebook and materials to Departments. Meeting of departmental finance personnel with budget staff.
<b>JANUARY 23, 2015</b>	Deadline for Capital Budget submission to the Budget Office.
<b>FEBRUARY 11, 2015 THROUGH MARCH 4, 2015</b>	Formal department presentations of capital requests to the Capital Investment Committee
<b>APRIL 3, 2015</b>	Capital Investment Committee makes recommendations to the City Manager.
<b>APRIL 27, 2015</b>	Submission of the City Manager's Budget to the City Council.
<b>MAY 14, 2015</b>	Date for public hearing on FY16 Capital Budget.
<b>JUNE 1, 2015</b>	Projected adoption date.
<b>JULY 1, 2015</b>	Begin execution of FY16 allotment plans.

# PUBLIC INVESTMENT FINANCING PLAN

## FY16 FINANCING PLAN \$85,276,290



## FY16 - 20 FINANCING PLAN

FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$29,450,000	\$71,650,000	\$69,500,000	\$10,500,000	\$9,000,000	\$190,100,000
Chapter 90	\$3,854,505	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,854,505
Community Development Block Grant	\$1,274,945	\$1,209,355	\$1,209,355	\$1,209,355	\$1,209,355	\$6,112,365
Departmental Revenue	\$189,330	\$189,330	\$189,330	\$48,000	\$48,000	\$663,990
Parking Fund Revenues	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$4,250,000
Property Taxes	\$5,478,000	\$4,515,000	\$4,398,000	\$4,323,000	\$4,338,000	\$23,052,000
Resident Parking Sticker Revenues	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$2,125,000
Sewer Bond Proceeds	\$37,750,000	\$42,700,000	\$19,100,000	\$18,713,000	\$6,500,000	\$124,763,000
Sewer Service Charges	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
Street Preservation Offset Fund	\$104,510	\$0	\$0	\$0	\$0	\$104,510
Water Fund Balance	\$1,500,000	\$1,000,000	\$0	\$0	\$0	\$2,500,000
Water Service Charges	\$3,400,000	\$3,400,000	\$3,400,000	\$3,400,000	\$4,500,000	\$18,100,000
<b>GRAND TOTAL</b>	<b>\$85,276,290</b>	<b>\$129,438,685</b>	<b>\$103,571,685</b>	<b>\$43,968,355</b>	<b>\$31,370,355</b>	<b>\$393,625,370</b>

## FY16 SOURCES OF FUNDING

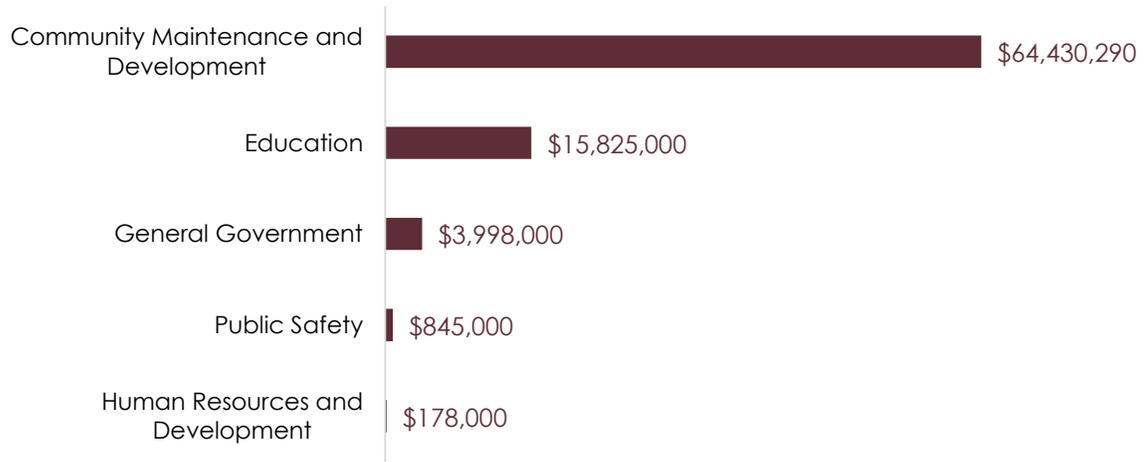
SOURCE OF FUNDING	EXPLANATION	FY16 FUNDING
<b>Bond Proceeds</b>	On March 3, 2015, the City sold \$75,465,000 in General Obligation Bonds to finance capital projects such as the King Elementary School renovation, Open Space improvements, street reconstruction, and Cambridge Common renovations, and Kendall Square surface improvements. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 2.3%. The \$75,465,000 included \$23,985,000 in sewer bonds.	\$29,450,000
<b>Chapter 90</b>	The State's Chapter 90 Program entitles municipalities to reimbursement of documented roadway expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects.	\$3,854,505
<b>Community Development Block Grant</b>	CDBG provides funding to ensure decent affordable housing exists and services are provided to the most vulnerable in the community, and to aid in creating jobs through the expansion and retention of businesses.	\$1,274,945
<b>Departmental Revenue</b>	Revenue generated from user fees at the Fresh Pond Golf Course (\$20,000), War Memorial Recreation Center (\$28,000), and Cable Television (\$141,330).	\$189,330
<b>Parking Revenue Fund</b>	Revenue generated from enforcing parking regulations such as street meters, parking lots, and parking garages. Charges for annual resident parking stickers are also included. The FY16 amount includes Parking Fund Revenues (\$850,000) and Resident Parking Stickers (\$425,000).	\$1,275,000
<b>Property Taxes</b>	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$5,478,000
<b>Sewer Bond Proceeds</b>	Sewer Bond Proceeds are supported by sewer service charges and are used to finance sewer separation as well as construction and reconstruction of sewer facilities.	\$37,750,000
<b>Sewer Service Charges</b>	Revenues generated by sewer usage. The sewer rate increased by 6.8% in FY16. Charges cover 100% of operating and capital expenditures.	\$1,000,000

## FY16 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY16 FUNDING
<b>Street Preservation Offset Fund</b>	A permit fee is charged to contractors that are opening and completing work in or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal street, sidewalks, public rights of way, and public easements.	\$104,510
<b>Water Fund Balance</b>	The excess of assets over liabilities and reserves. The Water Fund's Unrestricted Fund Balance is projected to be \$9,896,815 as of June 30, 2015.	\$1,500,000
<b>Water Service Charges</b>	Revenues generated by water usage. The water rate reflects a 0% rate increase for the consumption period from April 1, 2015 through March 31, 2016. Charges cover 100% of operating and capital expenditures.	\$3,400,000
<b>TOTAL FUNDS FROM ALL SOURCES</b>		<b>\$85,276,290</b>

# PUBLIC INVESTMENT APPROPRIATION PLAN

## FY16 APPROPRIATION PLAN: \$85,276,290



## FY16 - 20 APPROPRIATION PLAN

FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
General Government	\$3,998,000	\$3,120,000	\$3,220,000	\$3,320,000	\$3,420,000	\$17,078,000
Public Safety	\$845,000	\$780,000	\$630,000	\$680,000	\$595,000	\$3,530,000
Community Maintenance and Development	\$64,430,290	\$62,840,685	\$39,023,685	\$39,270,355	\$26,657,355	\$232,222,370
Human Resources and Development	\$178,000	\$148,000	\$148,000	\$148,000	\$148,000	\$770,000
Education	\$15,825,000	\$62,550,000	\$60,550,000	\$550,000	\$550,000	\$140,025,000
<b>GRAND TOTAL</b>	<b>\$85,276,290</b>	<b>\$129,438,685</b>	<b>\$103,571,685</b>	<b>\$43,968,355</b>	<b>\$31,370,355</b>	<b>\$393,625,370</b>

# FY16 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY16 AMOUNT
<b>GENERAL GOVERNMENT</b>		
Finance: E-Gov Projects	FN16660	\$3,450,000
Finance: Participatory Budgeting - 100 New Trees	FN16701	\$120,000
Finance: Participatory Budgeting - Bike Repair Stations	FN16702	\$12,000
Finance: Participatory Budgeting - Bilingual Books for Children Learning English	FN16703	\$7,000
Finance: Participatory Budgeting - Central Square Public Toilet	FN16704	\$320,000
Finance: Participatory Budgeting - Computers for the Community Learning Center	FN16705	\$27,000
Finance: Participatory Budgeting - Free Wi-Fi in 6 Outdoor Public Spaces	FN16706	\$42,000
Public Celebrations: Public Art Conservation Program	PC16507	\$20,000
<b>GENERAL GOVERNMENT TOTAL</b>		<b>\$3,998,000</b>
<b>PUBLIC SAFETY</b>		
Electrical: Fire Alarm System Improvements in Fire Stations	EL16510	\$50,000
Fire: Fire Station Facility Maintenance	FI16514	\$25,000
Police: Police Station Universal Power Supply	PL16512	\$50,000
Police: Replacement Radios for the Police Department	PL16516	\$50,000
Police: RWH Public Safety Building Elevator Repairs	PL16513	\$150,000
Police: RWH Public Safety Building Maintenance	PL16515	\$20,000
Traffic: Parking Garage Restoration & Improvements	TR16518	\$300,000
Traffic: Traffic Signal Program	TR16512	\$200,000
<b>PUBLIC SAFETY TOTAL</b>		<b>\$845,000</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>		
Cable TV: Media Arts Studio Hi-Definition Upgrade	CT16503	\$141,330
CDD: Economic Development - Best Retail Practices & Interior Access Programs	CD16699	\$91,500
CDD: Economic Development - Biomedical Career Training Program	CD16712	\$99,000
CDD: Economic Development - Microenterprise Workshops	CD16729	\$32,000
CDD: Economic Development - Storefront Improvements Program	CD16687	\$150,000
CDD: Housing - Affordable Housing Project Development	CD16674	\$56,590
CDD: Housing - Home Improvement Program	CD16735	\$474,896
CDD: Housing - Housing Mediation Program	CD16835	\$108,709
CDD: Housing - Housing Rehabilitation Assistance Program	CD16614	\$337,250
CDD: Housing - Tenant Organizing Services	CD16801	\$75,000
CDD: Transportation - Bicycle Parking Program	CD16848	\$50,000
CDD: Transportation - Bicycle Parking Special Projects	CD16955	\$33,000
CDD: Transportation - Bicycle Spot Improvements	CD16954	\$33,000
CDD: Transportation - Bus Stop Improvements	CD16953	\$34,000
CDD: Transportation - Hubway Bikeshare Program Operation & Expansion	CD16845	\$280,000
CDD: Transportation - Traffic Calming	CD16592	\$300,000
Public Works: Buildings - ADA Accessibility Improvements	PW16598	\$50,000
Public Works: Buildings - Area IV Youth Center Kitchen Renovation	PW16801	\$200,000
Public Works: Buildings - Comprehensive Facilities Improvement Plan	PW16625	\$5,000,000
Public Works: Buildings - Energy Efficiency Improvements at School Buildings	PW16782	\$70,000
Public Works: Buildings - Energy Efficiency Improvements at Various Buildings	PW16781	\$75,000
Public Works: Buildings - Flooring & Furnishings	PW16622	\$40,000
Public Works: Buildings - Harvard Square Kiosk Infrastructure Improvements	PW16815	\$600,000

# FY16 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY16 AMOUNT
Public Works: Buildings - HVAC System Renewal Plan	PW16787	\$250,000
Public Works: Sewer/Stormwater - Agassiz Neighborhood	PW16605	\$2,500,000
Public Works: Sewer/Stormwater - Alewife Watershed	PW16810	\$6,450,000
Public Works: Sewer/Stormwater - Area IV Neighborhood	PW16812	\$25,000,000
Public Works: Sewer/Stormwater - Capital Repairs Program	PW16793	\$3,000,000
Public Works: Sewer/Stormwater - Harvard Square	PW16816	\$800,000
Public Works: Sewer/Stormwater - Remedial Sewer & Drain Construction	PW16599	\$1,000,000
Public Works: Solid Waste - Toters for Organics Curbside Collection Program	PW16813	\$90,000
Public Works: Streets - Complete Streets Reconstruction	PW16595	\$7,959,015
Public Works: Streets - Harvard Square Surface Infrastructure Improvements	PW16817	\$4,000,000
Public Works: Trees - Emerald Ash Borer Treatment	PW16804	\$100,000
Public Works: Trees - Park & Cemetery Tree Pruning	PW16619	\$100,000
Water: Fresh Pond Master Plan Implementation	WA16534	\$250,000
Water: Kingsley Park Restoration	WA16576	\$250,000
Water: Reservoir Gaging Weather Station Maintenance	WA16581	\$160,000
Water: Variable Frequency Drive Installation	WA16582	\$2,500,000
Water: Water Department PC Upgrades & Radio Replacement	WA16578	\$10,000
Water: Water Facility Upgrades	WA16579	\$95,000
Water: Water Meter Replacement	WA16569	\$120,000
Water: Water Treatment Plant Equipment & Systems Upgrades	WA16555	\$70,000
Water: Water Works Construction	WA16543	\$1,375,000
Water: Watershed Consulting Services	WA16531	\$70,000
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL</b>		<b>\$64,430,290</b>
<b>HUMAN RESOURCES AND DEVELOPMENT</b>		
Human Services: Danehy Park Maintenance	HS16522	\$25,000
Human Services: Fresh Pond Golf Course Improvements	HS16509	\$20,000
Human Services: War Memorial Recreation Center & Gold Star Pool Maintenance	HS16521	\$28,000
Library: Main Library Building Maintenance	LB16518	\$25,000
Library: O'Connell Branch Library Basement Pipe Repair	LB16519	\$30,000
<b>HUMAN RESOURCES AND DEVELOPMENT TOTAL</b>		<b>\$178,000</b>
<b>EDUCATION</b>		
School: Fletcher Maynard Academy Boiler Replacements/Gas Conversion	SC16934	\$500,000
School: Fletcher Maynard Academy Repairs & Building Envelope Study	SC16935	\$75,000
School: Kennedy Longfellow School Roof Replacement	SC16937	\$4,200,000
School: King Open and Cambridge Street Upper School & Community Complex	SC16936	\$11,000,000
School: School Facilities Maintenance	SC16938	\$50,000
<b>EDUCATION TOTAL</b>		<b>\$15,825,000</b>
<b>GRAND TOTAL</b>		<b>\$85,276,290</b>

# GENERAL GOVERNMENT

## FINANCE: E-GOV PROJECTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The E-Gov Executive Committee recommends that the City invest \$3,450,000 in IT initiatives in FY16. FY16 E-Gov projects include implementing security enhancements at City Hall, redesigning the City's website, implementing PeopleSoft upgrades, enhancing the Main Library's automated check-in and sorting capabilities, and replacing equipment. Please see the Key Initiatives in Section I (Introduction) for a complete list of FY16 E-Gov projects.</p>						
IMPACT ON OPERATING BUDGET						
<p>These projects will increase the workload of ITD staff and increase the City's software maintenance fees.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$3,450,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,450,000
<b>GRAND TOTAL</b>	<b>\$3,450,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$13,450,000</b>
FY17-FY20 FUNDING						
<p>The City plans to use FY17-FY20 funding for future E-Gov projects in order to: improve citizen experience and interaction with the City, increase transparency and access to information, improve technology-enabled City services, increase efficiencies of City operations, and enhance cross-departmental collaboration and innovation.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY15, the City appropriated \$3,800,000 for IT initiatives. Major projects included migrating to Microsoft 365, PeopleSoft upgrades, design and construction for audiovisual improvements in City buildings, implementing online permitting for Public Works, and enhancing Wi-Fi access in municipal buildings.</p>			

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Budget Office organized Cambridge's first Participatory Budgeting (PB) process in which residents directly decided how to spend \$528,000 of the City's FY16 Capital budget. Winning projects include: 100 new trees in low-canopy areas, 20 laptops for the Community Learning Center, bilingual books for children learning English, a 24-hour access public toilet in Central Square, eight bike repair stations, and free public Wi-Fi in six outdoor locations. Please see the individual PB project sheets for more details on each project.</p> <p>In FY16, the Budget Office will monitor implementation of these projects, conduct an evaluation of the pilot PB process, and conduct a second PB campaign, shifting the timeline so that the planning process begins in May and voting wraps up by mid-December.</p>						   
IMPACT ON OPERATING BUDGET						
<p>Participatory Budgeting will increase the workload of Budget Office staff. The Budget Office's FY16 operating budget includes \$50,000 to contract with the Participatory Budgeting Project for consulting services and technical support during the City's second round of PB.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$0	\$600,000	\$700,000	\$800,000	\$900,000	\$3,000,000
GRAND TOTAL	\$0	\$600,000	\$700,000	\$800,000	\$900,000	\$3,000,000
FY17-FY20 FUNDING						
<p>The City expects FY17-FY20 funding to increase by \$100,000 each year.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding allocated to Participatory Budgeting.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - 100 NEW TREES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Street trees cool the city, absorb pollution, and make Cambridge neighborhoods healthier and more livable. Trees also soak up stormwater, reduce energy use, and increase property values. This project will add 100 new trees and tree wells to neighborhoods that need them the most: East Cambridge, North Cambridge, Wellington/Harrington, Area IV/Port, and Cambridgeport. The \$120,000 allocation also includes watering the trees for two years; 100 hoses so residents, businesses, and school children can volunteer to water the trees; and signage with each new tree with instructions on how to best care for the tree. At least 50 of the new trees will be planted near public or subsidized housing and in low-income neighborhoods.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will increase DPW's workload, but will be absorbed under the current budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$120,000	\$0	\$0	\$0	\$0	\$120,000
<b>GRAND TOTAL</b>	<b>\$120,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>
FY17-FY20 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>There was no prior year funding for Participatory Budgeting projects.</p>			

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - BIKE REPAIR STATIONS

FY16 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>\$12,000 will be used to install eight bike repair stations with tools and bike pumps around the city for cyclists to quickly, easily, and freely fix routine bike problems. The City estimates that each bike repair station will cost \$1,500. This project supports bike use and a healthy lifestyle. Locations include:</p> <ol style="list-style-type: none"> <li>1. Alewife T stop area/Minuteman trail access</li> <li>2. Central Square near post office</li> <li>3. Danehy Park near Sherman Street</li> <li>4. East Cambridge near Valente Library</li> <li>5. Inman Square near Vellucci Plaza</li> <li>6. Memorial Drive near Western Avenue</li> <li>7. North Point Park</li> <li>8. Porter Square</li> </ol>							  
IMPACT ON OPERATING BUDGET							
<p>Installation and maintenance of the bike repair stations will have no financial impact on CDD's operating budget.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL	
Property Taxes	\$12,000	\$0	\$0	\$0	\$0	\$12,000	
<b>GRAND TOTAL</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000</b>	
FY17-FY20 FUNDING							
<p>This is a one-time project.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>There was no prior year funding for Participatory Budgeting projects.</p>			

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - BILINGUAL BOOKS FOR CHILDREN LEARNING ENGLISH

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>Cambridge is a multilingual city with more than 32% of families speaking a language other than English at home. Children of these families have limited access to bilingual books in their first languages, which include Amharic, Haitian Creole, Bengali, Punjabi, Russian, Chinese, and about 25 other languages. Having books available in parents' native languages allows parents who are not fluent in English to read to their children in the language they speak best. Research shows that talking and reading to children in their home language helps children's language and literacy development as they get ready for school. This project will fund the purchase of 300-350 bilingual books for Cambridge children in the <i>Agenda for Children's Literacy Initiative</i> project who are learning English, learning to read, and have limited/no access to books in their home language.</p>	 

### IMPACT ON OPERATING BUDGET

This project will have no impact on the Operating Budget.

### 5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$7,000	\$0	\$0	\$0	\$0	\$7,000
<b>GRAND TOTAL</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>

### FY17-FY20 FUNDING

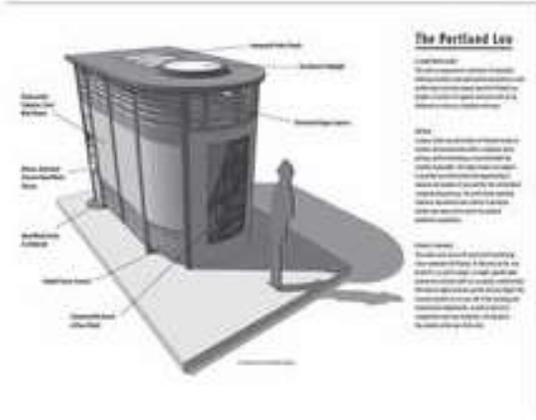
This is a one-time project.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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	<p>There was no prior year funding for Participatory Budgeting projects.</p>
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# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - CENTRAL SQUARE PUBLIC TOILET

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Central Square Toilet project addresses a basic human need for the entire community of Central Square, which includes residents, visitors, tourists, shoppers, children, bike commuters, the homeless, students, and early-morning and late-night patrons. The \$320,000 will be used to construct and install a 24-hour public access toilet in or near Central Square, similar to the public toilet the City is currently in the process of installing in Harvard Square.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will increase the Operating Budget by approximately \$30,000 to maintain and clean the facility.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$320,000	\$0	\$0	\$0	\$0	\$320,000
<b>GRAND TOTAL</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$320,000</b>
FY17-FY20 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for Participatory Budgeting projects.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - COMPUTERS FOR THE COMMUNITY LEARNING CENTER

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>There are currently 630 adult students enrolled at the Community Learning Center (CLC), which is located at 5 Western Avenue. Most students are taking ESOL classes to improve their English skills and some students are pursuing High School Equivalency Diplomas. Students at the CLC use the Center's computers to develop their skills and knowledge. This project would provide CLC students with 20 Dell laptop computers, 20 Dell optical keyboards, 20 Dell mice, and 1 storage cart.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project has no impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$27,000	\$0	\$0	\$0	\$0	\$27,000
GRAND TOTAL	\$27,000	\$0	\$0	\$0	\$0	\$27,000
FY17-FY20 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for Participatory Budgeting projects.</p>		

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING - FREE WI-FI IN 6 OUTDOOR PUBLIC SPACES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will install special outdoor Wi-Fi access points to offer free public Wi-Fi in the public spaces surrounding the Area IV, Frisoli, Gately, and Moore Youth Centers, as well as the Fresh Pond Golf Course and the Cambridge Water Department. Currently, these locations only have outside coverage that is overflow from inside the building, so it is not necessarily reliable or consistent. This project would increase the reach of free public Wi-Fi for community members who use the Youth Centers, play on the Fresh Pond Golf Course, and walk near the Water Department.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will have no impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$42,000	\$0	\$0	\$0	\$0	\$42,000
<b>GRAND TOTAL</b>	<b>\$42,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,000</b>
FY17-FY20 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for Participatory Budgeting projects.</p>		

# GENERAL GOVERNMENT

## PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Each year, approximately 200 artworks in the City-owned public art collection receive routine assessment, cleaning, and maintenance. More extensive maintenance is performed on artworks that have eroded or been damaged due to time, environmental stressors, or other factors. During the colder months, significant work is done to manage the detailed project-based information, image, and video files that document the conservation efforts, and the database that contains the collections care information and history. Together, this work ensures that the public art assets are consistently well-maintained and contribute positively and safely to the experience of residents and visitors.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Allocating capital funds for conservation and preventative maintenance of public art should reduce the amount of emergency repairs and maintenance the City has to perform with operating funds.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>
FY17-FY20 FUNDING						
<p>Level funding for the Public Art Conservation Program in FY17-20 allows for this work to continue and ensures that the basic needs of the artwork and public safety are met on an annual basis. This support also allows for the Arts Council staff to prioritize and address the more significant conservation and maintenance issues that occur as artworks in the collection age over time or involve more complex materials or technology.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY15, significant conservation research, treatment, and consultation was performed on existing artworks at the First Street Parking Garage, Green Street Parking Garage, Franklin Street Park, Danehy Park, Dana Park, Water Treatment Facility, Jill Brown-Rhone Park, Quincy Square Park, Yerxa Road Underpass, Harvard Square/Brattle Plaza, Inman Square, and the Citywide Senior Center.</p>			

# PUBLIC SAFETY

## ELECTRICAL: FIRE ALARM SYSTEM IMPROVEMENTS IN FIRE STATIONS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This allocation will fund the purchase of equipment for the installation of and upgrades to the fire alarm systems in the City's eight fire stations. The Electrical Department will work with the Fire Department to install the required equipment to bring these systems up to current standards. These upgrades will also reduce the need for unscheduled service maintenance calls and will contribute to the safety of all fire station occupants and visitors.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will reduce unscheduled service maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GRAND TOTAL	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>
FY17-FY20 FUNDING						
<p>Installation of or improvements to fire alarm systems are a one-time expenditure.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was not funded in FY15.</p>		

# PUBLIC SAFETY

## ELECTRICAL: STREETLIGHT POLES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project replaces original aging steel streetlight poles with aluminum poles. An FY16 allocation is not necessary due to the use of prior year funds.</p>						
IMPACT ON OPERATING BUDGET						
<p>By setting aside funds to replace aging streetlight poles, the City is taking additional steps to reduce the time spent maintaining the existing poles as well as ensuring public safety for citizens.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$0	\$35,000	\$35,000	\$35,000	\$0	\$105,000
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$105,000</b>
FY17-FY20 FUNDING						
<p>Funding will continue in FY17-19.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>35 steel streetlight poles are replaced annually as part of the City's goal to replace all 440 original poles.</p>		

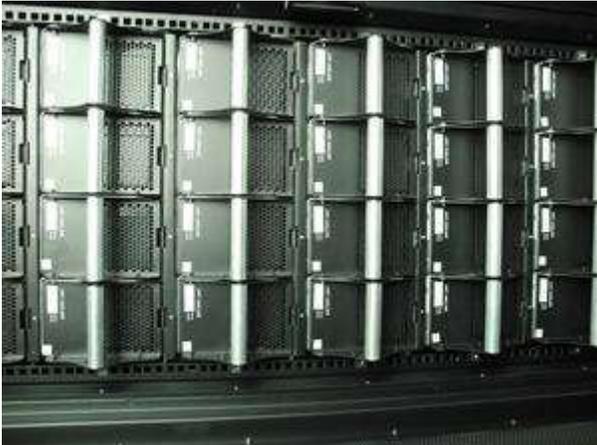
# PUBLIC SAFETY

## FIRE: FIRE STATION FACILITY MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Fire Department utilizes the in-house public construction carpentry crew to deal with the numerous small repair projects that exist among the eight fire stations. Utilizing the City carpenters has enabled the Department to get small projects completed in a timely fashion in an effort to prevent delayed maintenance items from becoming large capital projects.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will help minimize maintenance expenses.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
<b>GRAND TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>
FY17-FY20 FUNDING						
<p>The allocation for fire station maintenance will be an annual expenditure through FY20.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY15, new dorms were constructed for privacy, fire poles were enclosed for health and safety, and new windows were installed for energy savings.</p>		

# PUBLIC SAFETY

## POLICE: POLICE STATION UNIVERSAL POWER SUPPLY

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Universal Power Supply (UPS) supports operation of critical systems in the event of a power outage or system failure at the RWH Public Safety Building. The \$50,000 allocation will cover UPS backup batteries and a warranty plan for remedial repairs, scheduled preventative maintenance service visits, and visits by authorized and certified technicians to diagnose, repair, and test the system in the event of failure.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will have no impact on the FY16 operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$50,000	\$0	\$50,000	\$50,000	\$0	\$150,000
<b>GRAND TOTAL</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$150,000</b>
FY17-FY20 FUNDING						
<p>Future allocations will be used to procure additional UPS batteries to maintain the system.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY15, the Police Department was provided funds for the procurement of UPS batteries for the first cabinet.</p>		

# PUBLIC SAFETY

## POLICE: REPLACEMENT RADIOS FOR THE POLICE DEPARTMENT

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Funds will be used for the replacement of handheld radios throughout the Police Department on a rotating basis. The current radios are out of date and need to be updated to ensure efficient communication and public safety.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$200,000
<b>GRAND TOTAL</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$200,000</b>
FY17-FY20 FUNDING						
<p>Radio replacement and maintenance will be a recurring capital expenditure through FY20.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Radio replacement was not included in the prior year capital plan.</p>			

# PUBLIC SAFETY

## POLICE: RWH PUBLIC SAFETY BUILDING ELEVATOR REPAIRS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, the Police Department plans to modernize the second of three old elevators in the RWH Public Safety Building at a cost of \$150,000 each. The first was completed in FY15 and the last will be completed in FY17. The three elevators are over 15 years old.</p>						
IMPACT ON OPERATING BUDGET						
<p>Aside from maintenance costs, the impact on the Police operating budget is minimal with assistance from Public Works.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$150,000	\$150,000	\$0	\$0	\$0	\$300,000
GRAND TOTAL	\$150,000	\$150,000	\$0	\$0	\$0	\$300,000
FY17-FY20 FUNDING						
<p>\$150,000 will be used in FY17 to modernize the third elevator.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Major repairs to the freight elevator were completed in FY15.</p>			

# PUBLIC SAFETY

## POLICE: RWH PUBLIC SAFETY BUILDING MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The \$20,000 allocation will fund various maintenance projects to maintain the integrity of the RWH Public Safety Building. These projects include painting the bathrooms and locker rooms, touching up common areas that are heavily traveled, replacing a cracked interior window pane in the foyer area, and repairing the carpet in the Emergency Communications and Records Unit locker rooms. In addition, the Police Department will continue fire alarm maintenance and testing.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will help minimize repairs costs and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<b>GRAND TOTAL</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>
FY17-FY20 FUNDING						
<p>Funding will continue annually in order to maintain the RWH Public Safety Building.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Facility maintenance was not included in the prior year capital plan.</p>		

# PUBLIC SAFETY

## TRAFFIC: PARKING GARAGE RESTORATION & IMPROVEMENTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City recently completed a condition analysis report for the First Street Parking Garage and the majority of the \$300,000 allocated for this project will be spent on repairs there. Once a similar review is done for the Green Street Garage, specific priorities for FY16 construction repairs will be established and the design and bidding process for this work will begin.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Capital improvements at the parking garages help to minimize spending on garage repairs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Parking Fund Revenues	\$300,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,300,000
GRAND TOTAL	<b>\$300,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,300,000</b>
FY17-FY20 FUNDING						
<p>Future year funding will be used to undertake parking garage repairs as needed each year.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>\$24,500 of FY14 funds were used to perform a condition analysis report which, identified and prioritized repairs at the First Street Parking Garage and the revenue and access equipment at both garages. FY15 funding of \$250,000 will be combined with FY16 funding for parking garage repairs.</p>		

# PUBLIC SAFETY

## TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Funds will be used for traffic signal equipment cabinet and controller upgrades, audible pedestrian signals, pole-mounted push button upgrades to comply with Public Rights-of-Way Guidelines (PROWAG) and ADA requirements, and permanent count stations to track vehicle and bicycle volume trends.</p>						
IMPACT ON OPERATING BUDGET						
<p>Upgrades will minimize maintenance and repair costs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Parking Fund Revenues	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000
GRAND TOTAL	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,200,000</b>
FY17-FY20 FUNDING						
<p>Future year funding will be used for traffic signal system improvements with specific projects to be determined each year.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>The Traffic Department used FY15 funding of \$250,000 to install rapid flash beacons at two locations, replace cabinets and controllers at eight locations, install audible pedestrian signals at two locations, and install a loop detector at one location.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CABLE TV: MEDIA ARTS STUDIO HI-DEFINITION UPGRADE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to not only keep pace with current standards, but to remain on the cutting edge of broadcast technology, 22-CityView will upgrade its current studio facility to produce and support a high-definition signal. The upgrade will include replacement of studio cameras; reconfiguration of the lighting grid, with supporting light fixtures; media capture equipment; broadcast quality graphics; and audio. In addition, funds will be dedicated to acquiring a modular set that will be used for various set configurations.</p>						
IMPACT ON OPERATING BUDGET						
<p>Maintenance and repair costs may increase with equipment over time.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Departmental Revenue	\$141,330	\$141,330	\$141,330	\$0	\$0	\$423,990
<b>GRAND TOTAL</b>	<b>\$141,330</b>	<b>\$141,330</b>	<b>\$141,330</b>	<b>\$0</b>	<b>\$0</b>	<b>\$423,990</b>
FY17-FY20 FUNDING						
<p>Project will be funded through FY18.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funding will be used in the above-mentioned projects.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - BEST RETAIL PRACTICES & INTERIOR ACCESS PROGRAMS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY16 allocation of \$91,500 of CDBG funds will be used to support the City’s economic development programs for low- and moderate-income individuals through the Best Retail Practices Program. The program includes workshops, in-store consultations, and implementation grant projects. After receiving training in retail best practices and obtaining feedback in individual consultations, program participants are assisted with implementation of recommendations through the grant program.</p> <p>This allocation also supports the new Retail Interior Accessibility Program, which provides financial assistance to business owners seeking to renovate or improve the interior of their commercial buildings to make their business more accessible to those who are sensory and/or physically disabled. The program seeks to improve accessibility and physical appearances of independent businesses and make Cambridge commercial districts more accessible to all.</p>						   
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
<b>GRAND TOTAL</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$457,500</b>
FY17-FY20 FUNDING						
It is anticipated that future allocations will continue at the same level if program participation remains high and CBDG funding is available to support this highly successful program.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding of \$41,500 for Best Retail Practices allowed for businesses to receive grants for new kitchen equipment, new furniture, and new marketing materials and web site design assistance. It is anticipated that at the end of FY15, a total of 15 businesses will receive in-store consultations and/or grants through the Best Retail Practices Program.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>For FY16, an allocation of \$99,000 of CDBG funds will support 11 students in the Biomedical Career Training Program. This is a nine-month certificate program that provides academic and lab instruction to Cambridge Neighborhood Revitalization Strategy (NRS) area residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians, and animal care technicians at local life science companies, universities, research institutions, clinical laboratories, and hospitals.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget. This program provides economic empowerment to the eligible residents who participate in the program.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$99,000	\$90,000	\$90,000	\$90,000	\$90,000	\$459,000
<b>GRAND TOTAL</b>	<b>\$99,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$459,000</b>
FY17-FY20 FUNDING						
<p>It is expected that \$90,000 in future allocations will be used to continue offering training opportunities to eligible NRS residents.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>\$90,000 was used in FY15 to support Biomedical Career Training Program activities.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$32,000 of CDBG funds will support the Business Development Services program for Cambridge businesses and the Cambridge Entrepreneurship Assistance Program. The programs will provide business development workshops and counseling services to new and emerging income eligible entrepreneurs in Cambridge.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget. This program provides economic empowerment to the eligible residents who participate in the program.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$160,000
GRAND TOTAL	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$160,000
FY17-FY20 FUNDING						
<p>Depending on federal funding levels, it is expected that \$32,000 in future allocations will be used to continue offering these business development workshops and the Cambridge Entrepreneurship Assistance Program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY15, CDBG funding supported microenterprise training workshops in topics such as search engine optimization, Facebook, QuickBooks, LinkedIn for beginners, marketing boot camp, pricing strategies, building a basic website, and social media metrics.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$150,000 will support the City’s Storefront Improvements Program, which was enhanced in FY15 with the addition of the Architectural Barriers Removal component. This program, which supports multiple City goals, enables participating businesses to remove barriers to accessibility and improve their overall storefront appearance. These upgrades are often challenging due to their high cost.</p>						   
IMPACT ON OPERATING BUDGET						
<p>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 building a more stable tax base.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
GRAND TOTAL	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$750,000</b>
FY17-FY20 FUNDING						
<p>\$150,000 in future allocations will be used to continue offering storefront improvements including architectural barrier removal.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding of \$125,000 continued storefront improvements, including architectural barrier removal. 25 projects are expected to be completed before the end of FY15, including 10 projects for design services and 15 projects for various amounts that total \$250,000, including funds from prior years.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, \$56,590 of CDBG funds will be used to support the development of new affordable housing units in the City.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$56,590	\$0	\$0	\$0	\$0	\$56,590
GRAND TOTAL	<b>\$56,590</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,590</b>
FY17-FY20 FUNDING						
<p>As federal funding levels decrease year to year, it is anticipated that the amount available for new development will fluctuate; however, this activity remains a high priority for the City and future allocations will be made through the Affordable Housing Trust Fund.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY15, \$91,590 was allocated from CDBG funds to support new affordable housing project development in Cambridge.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>For FY16, the allocation of \$474,896 in CDBG funds will support nonprofit housing agencies to provide technical and financial assistance to low- and moderate-income eligible Cambridge homeowners to provide needed repairs and stabilize owner-occupants in their homes.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$474,896	\$474,896	\$474,896	\$474,896	\$474,896	\$2,374,480
GRAND TOTAL	<b>\$474,896</b>	<b>\$474,896</b>	<b>\$474,896</b>	<b>\$474,896</b>	<b>\$474,896</b>	<b>\$2,374,480</b>
FY17-FY20 FUNDING						
<p>Depending on federal funding levels, it is expected that \$474,896 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding provided stabilization services to 25 homeowners and technical and financial assistance to 17 homeowners to rehabilitate their homes.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - HOUSING MEDIATION PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$108,709 of CDBG funds will support the services of an agency to provide housing mediation services. The agency will provide dispute resolution, conflict management, and stabilization services to eligible tenants and property owners to assist in resolving housing-related disputes, including non-payment of rent, health and safety violations, nuisance complaints, and other lease violations.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$108,709	\$108,709	\$108,709	\$108,709	\$108,709	\$543,545
GRAND TOTAL	\$108,709	\$108,709	\$108,709	\$108,709	\$108,709	\$543,545
FY17-FY20 FUNDING						
<p>Depending on federal funding levels, it is expected that \$108,709 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding of \$108,709 supported 81 cases of eligible property owner-tenant housing related conflicts and violations.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - HOUSING REHABILITATION ASSISTANCE PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY16 allocation of \$337,250 of CDBG funds will support the Housing Rehabilitation Assistance Program, which offers underserved Cambridge youth employment and skills training while engaging them in rehab and development of affordable housing.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
GRAND TOTAL	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$337,250</b>	<b>\$1,686,250</b>
FY17-FY20 FUNDING						
<p>Depending on federal funding levels, it is expected that \$337,250 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY15 funding of \$337,250 supported 119 youths participation in employment and rehab skills training.</p>		

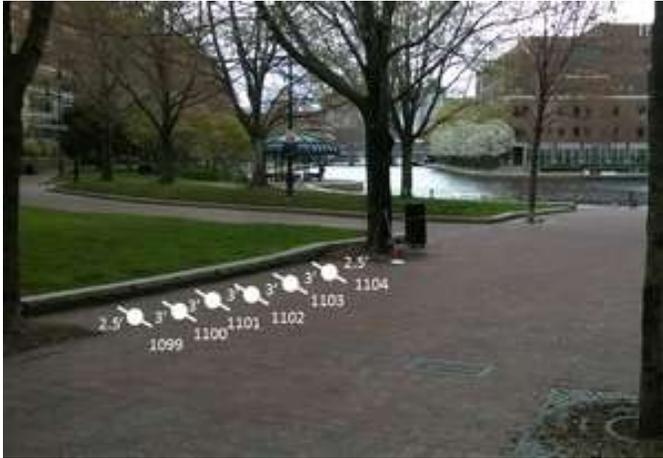
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - TENANT ORGANIZING SERVICES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$75,000 of CDBG funds will support the services of an agency to provide support to residents in buildings at risk through expiring affordable housing restrictions.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget. This program provides advocacy services to low and moderate income tenants to preserve expiring units at risk.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Community Development Block Grant	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
GRAND TOTAL	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$375,000</b>
FY17-FY20 FUNDING						
<p>Depending on federal funding levels, it is expected that \$75,000 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was previously funded through taxes (\$35,000 in FY15) to work with tenants to identify problems and offer interventions to tenants in currently preserved expiring use buildings that result in keeping people in their homes. Going forward, with CDBG funding, the City will develop metrics to track this activity.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$50,000 will be used for the procurement and installation of approximately 120 bicycle parking racks, primarily in main business districts, small business districts in neighborhoods, and schools, as well as in locations to accommodate public requests for bicycle parking. In addition, funds will be used to install 10 temporary (seasonal) bicycle parking corrals that will take the place of on-street parking spaces.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Parking Fund Revenues	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY17-FY20 FUNDING						
<p>\$50,000 per year in future allocations will be used to continue the procurement and installation of approximately 120 bicycle parking racks per year. In addition, funds will be used to install 10 temporary (seasonal) bicycle parking corrals that will take the place of on-street parking spaces.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding of \$50,000 was used for the procurement and installation of approximately 120 bicycle racks. Currently, locations for 112 racks have been identified as part of the approved installation plan. An additional 8 racks will be installed in FY15 based on public requests and other identified bike parking needs. Shown at left are six racks planned for Lechmere Canal Park.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE PARKING SPECIAL PROJECTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$33,000 will be used to purchase 10 new high-quality, next generation bicycle parking stalls. The existing 8 stalls are substandard; however, the program is very successful. This allocation will enable the City to significantly enhance bicycle parking capacity in high traffic areas.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$33,000	\$33,000	\$0	\$0	\$0	\$66,000
<b>GRAND TOTAL</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66,000</b>
FY17-FY20 FUNDING						
<p>In FY17, three bike parking shelters at public buildings will be installed to protect bikes from precipitation and encourage employee and visitor cycling.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Bicycle parking was reconstructed to meet City standards and outdoor lockers for Parking Control Officer bicycles (shown at left) will be installed. In addition, 10 new bicycle racks were added as well as a covered bicycle parking facility to protect bikes from precipitation and encourage employee and visitor cycling.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$33,000 will be used to fund relatively small but important changes to infrastructure to support bicycling, and to improve safety and comfort of riders. These modifications are aimed at making facilities more attractive for riders of all ages. Projects that are undertaken generally include changes to curbs and other streetscape elements to allow for bicycle lanes and protected bicycle facilities to be installed. With large increases in bicycle ridership and the completion of a bicycle connectivity study, there is a demand for changes to streets that are not in the Five-Year Street and Sidewalk Plan and this is expected to increase.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$165,000</b>
FY17-FY20 FUNDING						
<p>\$33,000 in future allocations will be used to make physical improvements for cycling on an ongoing basis.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding (\$33,000) was used to pave the frequently-used path around Fort Washington, which acts as an important bicycle and pedestrian connection between lower Vassar Street and Cambridgeport.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY16, an allocation of \$34,000 will be used to improve the customer experience for bus riders by improving bus stops that are under the City's jurisdiction. In some locations sidewalks are too narrow for a shelter, and in other locations buses have difficulty pulling up to the curb for accessible boarding. This request includes construction of between 1-2 curb extensions at existing bus stops to allow for the installation of benches or Cemusa shelters. Locations are prioritized by a combination of internal needs assessments and public requests. The cost and number of shelters installed will depend on site and drainage conditions.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$34,000	\$34,000	\$0	\$0	\$0	\$68,000
<b>GRAND TOTAL</b>	<b>\$34,000</b>	<b>\$34,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,000</b>
FY17-FY20 FUNDING						
<p>\$34,000 in FY17 will be used to make bus stop improvements on an ongoing basis (FY16 is the second of a three-year program).</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funding of \$34,000 was used to lengthen the existing curb extension at Mt. Auburn Street and Longfellow Road, creating space for installation of a Cemusa shelter at that location.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - HUBWAY BIKESHARE PROGRAM OPERATION & EXPANSION

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>The allocation of \$280,000 will cover a portion of monthly operations and maintenance of Hubway and allow the system to expand further into the northern and western parts of Cambridge. Hubway launched in 2012 and now has over 12,800 members with over 2,650 in Cambridge. This coming season, new stations are expected to be installed in Alewife near the Water Treatment Plant, West Cambridge near Mt. Auburn Hospital, and Kendall Square near MIT.</p> <p>Hubway generates revenue through individual and corporate memberships as well as corporate support through station donations. Additional locations are also under review for current and future years.</p>	   

### IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

### 5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Resident Parking Sticker Revenues	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$1,400,000
GRAND TOTAL	<b>\$280,000</b>	<b>\$280,000</b>	<b>\$280,000</b>	<b>\$280,000</b>	<b>\$280,000</b>	<b>\$1,400,000</b>

### FY17-FY20 FUNDING

It is anticipated that funding will be allocated to Hubway operations and expansion annually.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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FY15 funds were used to fund monthly operations fees as well as to help fund the expansion of Hubway to six new locations. This included the O’Neil Library, Alewife Station/Russell Field, Danehy Park, EF/North Point Park, Dana Park, and Biomed/Kendall Street. Shown at left: Hubway station and user at Linear Park (Photo credit: Meredith Nierman).

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - TRAFFIC CALMING

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$300,000 from Parking Fund Revenues will be used for the design and construction of traffic calming measures on Martin Street, Healy and Parker Streets, and Porter and Harding Streets.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct or personnel impact on the operating budget. The implementation of the traffic calming concept is to improve the safety and comfort of citizens who are walking, biking, and driving on the streets of Cambridge.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY17-FY20 FUNDING						
<p>It is anticipated that an allocation will be made in each year's budget cycle to fund traffic calming projects.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funds were used to fund the design and construction of Kinnaird Street. The remainder of the funds are being used to complete designs on Hayes Street, Hurlbut Street, Richard Avenue, and Muller Avenue. Prior year funds were used to complete the construction of Scott and Irving Street traffic calming measures (at left) with new sidewalks, raised intersection, new green spaces for plantings, and crosswalk with curb extension.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - ADA ACCESSIBILITY IMPROVEMENTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to continue the program of making public facilities more accessible to people with disabilities, the \$50,000 allocation for FY16 will be allocated for ADA improvements, as follows:</p> <ul style="list-style-type: none"> <li>• To continue the replacement of inaccessible freestanding fire alarm call box pedestals with accessible pedestals, 20 pedestals will be replaced for \$15,000.</li> <li>• For design services and construction of accessibility upgrades to City Hall public restrooms, including widening doorways and automatic door openers for \$35,000.</li> </ul>						    
IMPACT ON OPERATING BUDGET						
<p>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 residents and visitors. This project will not have any negative financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>
FY17-FY20 FUNDING						
<p>It is the City's intent to continue allocating \$50,000 in future capital budgets to continue to improve access to public facilities for people with disabilities.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Allocations of \$50,000 have been made for the past 18 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - AREA IV YOUTH CENTER KITCHEN RENOVATION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will renovate the kitchen in the Area IV Youth Center. The work will reconfigure the space to create a room that can be used to teach cooking skills to the young people who use the Center. The renovations will also improve accessibility.</p>						
IMPACT ON OPERATING BUDGET						
<p>There will be a reduction in unscheduled service and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$200,000	\$0	\$0	\$0	\$0	\$200,000
GRAND TOTAL	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>
FY17-FY20 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>A FY15 appropriation of \$18,000 funded the schematic design of this project.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - COMPREHENSIVE FACILITIES IMPROVEMENT PLAN

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>This is the second year of a multi-year program to perform a comprehensive assessment and upgrade of municipal buildings. The City is working to develop performance metrics and targets for its building systems, including mechanical systems, accessibility, life safety, building envelope, and energy performance. Facilities will then be prioritized for capital improvements. FY16 funding will be used to design and construct the first phase of projects identified in the plan. The Kennedy-Longfellow School is included in this program in order to coordinate upgrades with a new roof and rooftop solar panels funded in FY16.</p>	  

IMPACT ON OPERATING BUDGET
<p>Improvements to building systems will result in lower maintenance, improved occupant comfort, and reductions in energy costs.</p>

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
GRAND TOTAL	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000

FY17-FY20 FUNDING
<p>Funding will continue through FY20.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>A portion of the FY15 funding has been used to engage a consultant to conduct a comprehensive condition appraisal of municipal buildings, develop a greenhouse gas emissions reduction plan, and prepare a phased capital improvement plan. Remaining funds will be used to implement priority renovations.</p>

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY IMPROVEMENTS AT SCHOOL BUILDINGS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This allocation from Resident Parking Sticker Revenues will continue to fund energy efficiency improvements at school buildings. Planned projects include lighting retrofits and occupancy sensors at the Fletcher Maynard Academy, continuation of the retuning program for the HVAC system at the War Memorial Recreation Center, and lighting assessments at the Cambridgeport and Longfellow buildings. Funds will be supplemented by utility incentives.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Projects will reduce maintenance and energy costs. Exact amounts will be identified through detailed audits.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Resident Parking Sticker Revenues	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
GRAND TOTAL	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$350,000</b>
FY17-FY20 FUNDING						
<p>Funding will continue through FY20.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
 <p>Kitchen hood fan and walk-in cooler controllers</p>			<p>Recent projects include installation of LED lights and controls at the CRLS parking garage; lighting, equipment, and air sealing improvements at the Baldwin School; building automation improvements at the Haggerty School; and a lighting study at Fletcher Maynard Academy.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY IMPROVEMENTS AT VARIOUS BUILDINGS

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>An allocation of \$75,000 from Resident Parking Sticker Revenue will continue to support the City's energy efficiency program. The FY16 allocation, supplemented by prior year appropriations, will be used as follows:</p> <ul style="list-style-type: none"> <li>• Implement recommendations of retrocommissioning studies at the Senior Center and Engine 8 in order to improve energy performance and occupant comfort;</li> <li>• Separate or submeter facilities on combined utility meters. This will provide accurate measurements of greenhouse gas emissions and energy use, allowing for targeted solutions and for tracking reduction strategies; and</li> <li>• Lighting upgrades and occupancy controls at fire stations and other facilities.</li> </ul> <p>Utility rebates will be applied to all projects.</p>	 

### IMPACT ON OPERATING BUDGET

Energy bill savings and reductions in maintenance will occur. Detailed audits will identify the amounts.

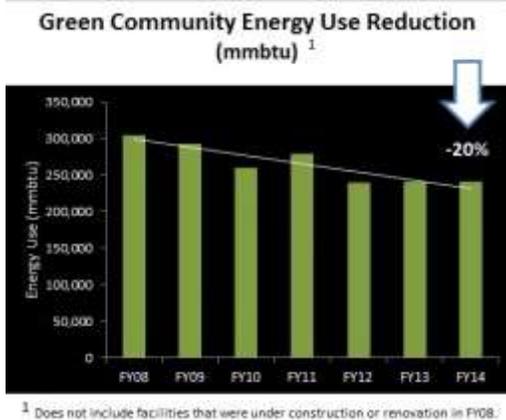
### 5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Resident Parking Sticker Revenues	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
<b>GRAND TOTAL</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$375,000</b>

### FY17-FY20 FUNDING

This allocation will continue through FY20.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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Prior year projects included multiple lighting retrofits, building automation system expansion, variable frequency drives, and other equipment upgrades to reduce energy consumption.

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This funding will allow Public Works to continue to repair or replace carpets, flooring, and furnishings that are worn out and/or creating trip and safety hazards. FY16 priorities include locations within the Citywide Senior Center, Department of Human Service Programs offices, Gately Youth Center, and City Hall Annex.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Repairs will reduce the number of service calls made.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
GRAND TOTAL	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$200,000</b>
FY17-FY20 FUNDING						
<p>Future funding will continue to resolve ongoing issues with carpets and furnishings that need replacement.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to replace worn carpets in common areas of the Law Department and small areas at the Senior Center and Public Works facility.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - HARVARD SQUARE KIOSK INFRASTRUCTURE IMPROVEMENTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY16 funding of \$600,000 will fund the renovations design for the Out of Town News Kiosk Building and the adjacent plaza area in Harvard Square. The overall goals of the project are to open up the historic kiosk building for more public use, enhance the historic character of the building, and build on its iconic presence in Harvard Square. The surrounding plaza area will be reconstructed to make it more inviting, to enhance pedestrian usage, and to improve accessibility.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$600,000	\$2,000,000	\$2,000,000	\$0	\$0	\$4,600,000
GRAND TOTAL	\$600,000	\$2,000,000	\$2,000,000	\$0	\$0	\$4,600,000
FY17-FY20 FUNDING						
<p>The FY17 and FY18 funding will fund the construction of the improvements.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was not funded in the prior fiscal year.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - HVAC SYSTEM RENEWAL PLAN

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This allocation will fund the third year of the City's HVAC system renewal plan. The plan assessed 42 municipal buildings and inventoried more than 700 major HVAC and control components, prioritizing 340 components for repair and/or replacement over five years.</p>						
IMPACT ON OPERATING BUDGET						
<p>Repair and replacement of obsolete and failing equipment has many benefits: improved occupant comfort, reduced maintenance costs, and reduced energy costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
<b>GRAND TOTAL</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>
FY17-FY20 FUNDING						
<p>Future allocations will provide for the ongoing replacement and repair of equipment components as they age.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Funding for years one and two of the plan involved repair or replacement of HVAC parts or equipment in 23 buildings.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ NEIGHBORHOOD

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>The Agassiz program is an ongoing sewer separation and stormwater program. This appropriation is for the construction of the next project scheduled for Roseland Street.</p>	 

IMPACT ON OPERATING BUDGET
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Sewer Bond Proceeds	\$2,500,000	\$29,100,000	\$0	\$0	\$0	\$31,600,000
GRAND TOTAL	<b>\$2,500,000</b>	<b>\$29,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,600,000</b>

FY17-FY20 FUNDING
<p>The FY17 funding provides for the reconstruction of Kirkland Street and Roberts Road.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Previously completed projects in the Agassiz area include Myrtle/Magnolia; the Frost Street/Forest Street/Upper Oxford Street area; and stormwater holding tanks on Hovey Avenue, Beacon Street, Broadway, Bryant Street, Francis Avenue, Museum Street, Scott Street, and Wendell Street. The total storage built to date in the Agassiz area is 6.1 acre-feet, approximately 2 million gallons.</p>

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - ALEWIFE WATERSHED

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This allocation will support the completion of the 20-year Alewife Sewer Separation program, which is part of the Massachusetts Water Resource Authority's (MWRA) court ordered effort to clean up Boston Harbor. This program will reduce combined sewer overflows to the Alewife Brook by 85%, resulting in a cleaner Alewife Brook and Boston Harbor.</p> <p>Sewer separation in the Huron Avenue and Concord Avenue neighborhoods will be completed by December 2015. Street and sidewalk construction will continue through 2017. The projects were designed through a comprehensive community process and include new streets, 15 miles of accessible sidewalks, enhanced pedestrian improvements, over 300 new street trees, and over 33,000 linear feet of new water mains.</p>						 
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Sewer Bond Proceeds	\$6,450,000	\$0	\$0	\$0	\$0	\$6,450,000
<b>GRAND TOTAL</b>	<b>\$6,450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,450,000</b>
FY17-FY20 FUNDING						
This project will be completed in FY16.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding has supported sewer separation in the Whittemore Avenue area, construction of the wetlands in the Alewife Reservation, reconstruction of Fresh Pond Parkway, and sewer separation in the Huron Avenue and Concord Avenue neighborhoods. The MWRA is funding approximately 50% of the overall program costs.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - AREA IV NEIGHBORHOOD

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This multi-phase program will improve drainage and sewer levels of service in the CAM017 area. This area includes Area 4, Lafayette Square, South Massachusetts Avenue, and Cardinal Medeiros. The request for FY16 will fund the design and construction of a stormwater holding tank.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Sewer Bond Proceeds	\$25,000,000	\$1,100,000	\$0	\$10,713,000	\$0	\$36,813,000
GRAND TOTAL	<b>\$25,000,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$10,713,000</b>	<b>\$0</b>	<b>\$36,813,000</b>
FY17-FY20 FUNDING						
<p>FY17 funding will install conduits within three existing siphons to improve capacity in the system. FY19 funding provides for the construction of a second stormwater holding tank.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previously constructed projects include: the South Massachusetts Avenue project, removal of common manholes, and the CAM017 outfall project.</p> <p>The photo shows a recently completed stormwater holding tank on Hovey Avenue.</p>			



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Capital Repairs Program seeks to maintain the quality of the existing sewer and drain infrastructure throughout the city by completing trenchless repairs of older pipes. Typical methods include cured-in-place pipe (CIPP) lining and slip-lining. The goal is to structurally rehabilitate older pipe systems that are showing signs of age in areas where more significant sewer separation and stormwater management projects are not scheduled.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Sewer Bond Proceeds	\$3,000,000	\$3,500,000	\$4,000,000	\$5,000,000	\$5,000,000	\$20,500,000
GRAND TOTAL	\$3,000,000	\$3,500,000	\$4,000,000	\$5,000,000	\$5,000,000	\$20,500,000
FY17-FY20 FUNDING						
<p>It is expected that future allocations to this program will be used to continue rehabilitating pipe systems.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Previous funding has supported the creation of the program; repairs of deteriorated pipes; and a CIPP lining contract. Video inspection data for the previous five years has been imported into the InfoWorks program, which uses video inspection to identify defects and develop an overall ratings index for each segment of pipe. This rating index is used to develop a prioritization list of locations for rehabilitation. The first lining contract is currently underway.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Harvard Square sewer separation and stormwater management program is a multi-phase project. FY16 funding will be used to clean the existing CAM005 stormwater outfall and construct a new stormwater outfall at Willard Street.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Sewer Bond Proceeds	\$800,000	\$1,500,000	\$0	\$2,000,000	\$0	\$4,300,000
<b>GRAND TOTAL</b>	<b>\$800,000</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$4,300,000</b>
FY17-FY20 FUNDING						
<p>FY17 funding will be used to continue with the existing CAM005 clean up. FY19 funding will be used for Upper Harvard Square improvements and providing improved stormwater conveyance between Brattle Street and Mt. Auburn Street (via Mifflin Place) to carry stormwater to the outfall on University Road.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 projects included new overflow structures at Eliot Plaza (shown in photo) and along Mt. Auburn Street to improve connections to the MWRA sewer system, and a new drain line between Brattle Street and Mt. Auburn Street.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL SEWER & DRAIN CONSTRUCTION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This program is focused on the maintenance of existing sewer and drain infrastructure throughout the city. The program addresses emergency repairs, catch basin repair and replacement, manhole repair and replacement, pipeline repair and maintenance, and the cleaning and inspection of existing sewer and drain infrastructure.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Sewer Service Charges	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
GRAND TOTAL	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
FY17-FY20 FUNDING						
<p>It is expected that future allocations to this program will be used to continue maintenance of the existing sewer and drain infrastructure.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding has been used for emergency repair and replacement of existing infrastructure, such as the sewer replacement on Healey Street, which is shown in the photo.</p>			

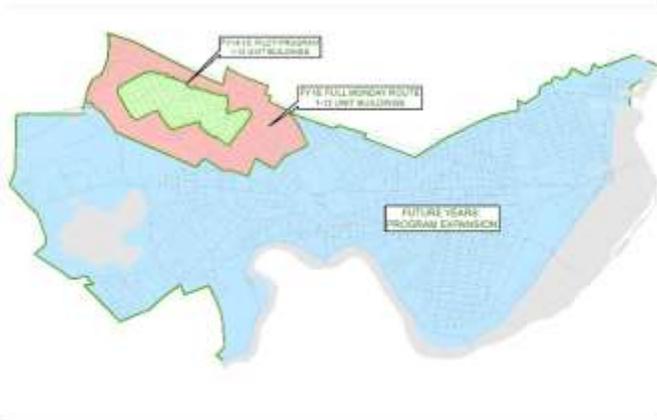
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - WESTERN AVENUE AREA INFRASTRUCTURE RENEWAL

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project will begin in FY17.						
IMPACT ON OPERATING BUDGET						
Continued investment in the improvements of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$0	\$0	\$0	\$3,000,000	\$1,500,000	\$4,500,000
Sewer Bond Proceeds	\$0	\$2,000,000	\$12,000,000	\$1,000,000	\$1,500,000	\$16,500,000
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$12,000,000</b>	<b>\$4,000,000</b>	<b>\$3,000,000</b>	<b>\$21,000,000</b>
FY17-FY20 FUNDING						
FY17 and FY18 funding will support the design and construction of the second phase of Western Avenue sewer separation on Jay Street, Kinnaird Street, and Soden Street. FY19 and FY20 funding will support the design and construction of sewer separation and surface enhancements on River Street between Memorial Drive and Central Square, including Carl Barron Plaza.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The Western Avenue reconstruction project is ongoing, with subsurface utility work completed. Construction of the surface restoration, including new sidewalk, a cycle track, new street lighting, and new street trees began in the fall of 2013 and will continue through summer 2015.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SOLID WASTE - TOTERS FOR ORGANICS CURBSIDE COLLECTION PROGRAM

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Following the successful pilot program for curbside pickup of household food waste ("organics") in 2014-2015, the City will expand the program in FY16. The FY16 allocation will fund the purchase and distribution of toters, kitchen food waste bins, and compostable bags for curbside pickup of household food waste for 1-12 family households on the Monday recycling route.</p>						
IMPACT ON OPERATING BUDGET						
<p>This program is an important component of the City's commitment to reduce waste and greenhouse gas emissions. The purchase of food waste toters by the City will increase the participation rate as the program expands citywide. The program will also reduce rubbish collection and disposal costs. \$155,000 has been appropriated in the FY16 operating budget to provide collection services and public outreach to educate residents and implement the program. While reductions in rubbish tonnage and disposal costs are expected to be modest initially, savings will increase as participation expands.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$90,000	\$375,000	\$225,000	\$0	\$0	\$690,000
<b>GRAND TOTAL</b>	<b>\$90,000</b>	<b>\$375,000</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$690,000</b>
FY17-FY20 FUNDING						
<p>Future allocations will fund toters for other areas of the city in accordance with program expansion plans.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Public Works began a curbside organics collection pilot program in 2014 with the assistance of a Department of Environmental Protection grant. The pilot serves 600 volunteer households in a section of the Monday recycling collection route. Due to the success of the program, the City is extending the pilot through October 2015.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>These funds support the Complete Streets and Miscellaneous Sidewalk Programs. Priority is placed on locations where the street and sidewalk are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and senior centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; key bike connections; and locations with tree/sidewalk conflicts. The goal of the program is to provide high quality infrastructure with an emphasis on designing streets for all users. It also includes funding for approximately 150 street trees. Please see the Key Initiatives in Section I (Introduction) for a complete list of the FY16 street projects.</p>	 

### IMPACT ON OPERATING BUDGET

By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the Public Works operating budget.

### 5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000
Chapter 90	\$3,854,505	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,854,505
Street Preservation Offset Fund	\$104,510	\$0	\$0	\$0	\$0	\$104,510
<b>GRAND TOTAL</b>	<b>\$7,959,015</b>	<b>\$4,500,000</b>	<b>\$4,500,000</b>	<b>\$4,500,000</b>	<b>\$4,500,000</b>	<b>\$25,959,015</b>

### FY17-FY20 FUNDING

It is expected that future allocations to this program will be used to continue reconstructing streets and sidewalks throughout the city.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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	<p>In FY15, \$4,588,140 was appropriated for street and sidewalk work throughout the city. The streets identified for reconstruction are currently under construction and work will continue at these locations throughout the 2015/2016 seasons.</p>
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# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: STREETS - HARVARD SQUARE SURFACE INFRASTRUCTURE IMPROVEMENTS

FY16 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>FY16 funds will support the design and reconstruction of "The Eliot Loop" in Harvard Square. This area contains Eliot Street, Eliot Plaza, Brattle Street, and Brattle Plaza. The redesign will be done in accordance with the Harvard Square Master Plan.</p>	

IMPACT ON OPERATING BUDGET
<p>It is expected that maintenance costs will decrease due to improvements.</p>

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000
GRAND TOTAL	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>

FY17-FY20 FUNDING
<p>None anticipated.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>FY15 funding completed all of the first tier and second tier priority projects from the Harvard Square Master Plan (2002 - 2004). Previously funded projects include Cambridge Common, Church Street, Deguglielmo Plaza, Dunster Street, Eliot Plaza, JFK Street, Lampoon Plaza, Linden Street, Mount Auburn Street, Out of Town News, Palmer Street, Plympton Street, and Winthrop Street.</p>

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Funds will be used to continue a proactive plan to protect ash trees that are at risk of developing Emerald Ash Borer (EAB) disease. The EAB insect kills nearly all trees that it infests. \$50,000 is allocated for a contract to treat trees, \$25,000 is allocated to remove trees that are already in poor condition and vulnerable to infection, and \$25,000 is allocated to replace trees that require removal.</p>						
IMPACT ON OPERATING BUDGET						
<p>Tree maintenance programs will reduce emergency service needs and promote better tree health.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>GRAND TOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>
FY17-FY20 FUNDING						
<p>Funds have been included in future capital budgets to continue the EAB treatment program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY15 \$120,000 was appropriated to fund the EAB treatment program.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: TREES - PARK & CEMETERY TREE PRUNING

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will fund an ongoing program to perform structural pruning of trees in City parks and at the Cambridge Cemetery. The emphasis is on overall maintenance of tree health and hazard elimination. The funds will be used for hazard tree removal and allow a pruning cycle of approximately eight years.</p>						
IMPACT ON OPERATING BUDGET						
<p>Preventative maintenance programs reduce emergency service needs and promote better tree health.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>
FY17-FY20 FUNDING						
<p>Funds have been included in future capital budgets to continue park and cemetery tree pruning.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY15, \$100,000 was appropriated to fund park and cemetery tree pruning.</p>		

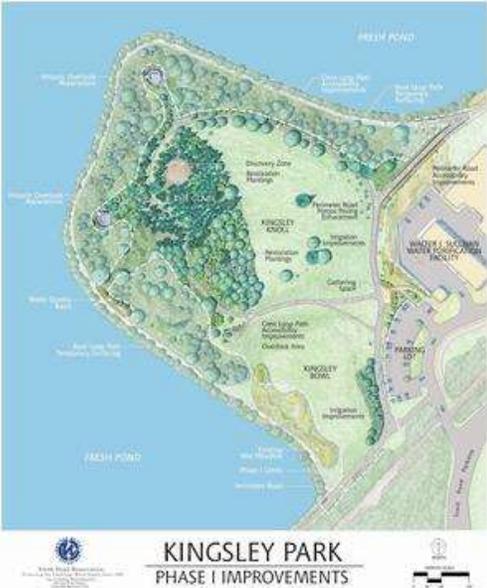
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Various Reservation priorities will continue to be the implemented from the Fresh Pond Master Plan, such as drainage and pathway improvements and source water protection planning.</p>						
IMPACT ON OPERATING BUDGET						
<p>As projects are completed, there is the potential for increased maintenance costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
GRAND TOTAL	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used for Fresh Pond Master Plan priorities.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Funds were used for Fresh Pond Master Plan priorities such as Glacken Slope, Black's Nook, and Kingsley Park renovations.</p>			

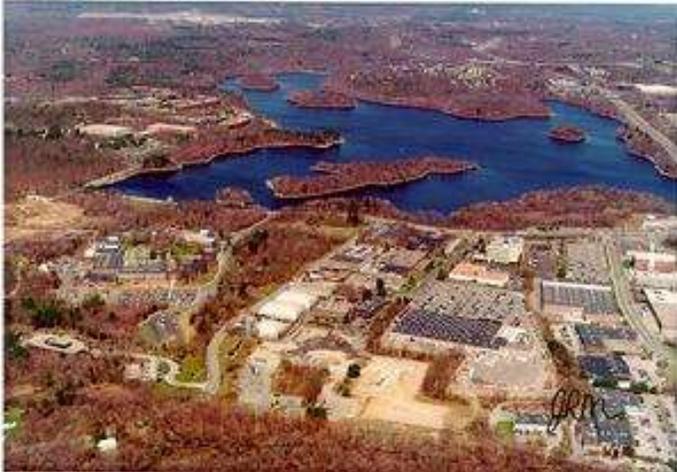
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: KINGSLEY PARK RESTORATION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY16 funds will be used for Phase II of the Kingsley Park Restoration. Phase II will concentrate on landscape restoration, including invasive species management, slope restoration, restoration plantings, turf restoration, discovery zones, and historic stairway restoration.</p>						
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$250,000	\$500,000	\$800,000	\$500,000	\$500,000	\$2,550,000
<b>GRAND TOTAL</b>	<b>\$250,000</b>	<b>\$500,000</b>	<b>\$800,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$2,550,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used for the Kingsley Park Restoration Project, which includes several design and construction phases.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY15 funds were used to complete Phase I construction and restoration work in Kingsley Park, which was completed in November 2014. Phase I included improvements to accessibility, pathways and benches, irrigation and drainage, native species, historic overlooks, and the addition of discovery zones for children.</p>			

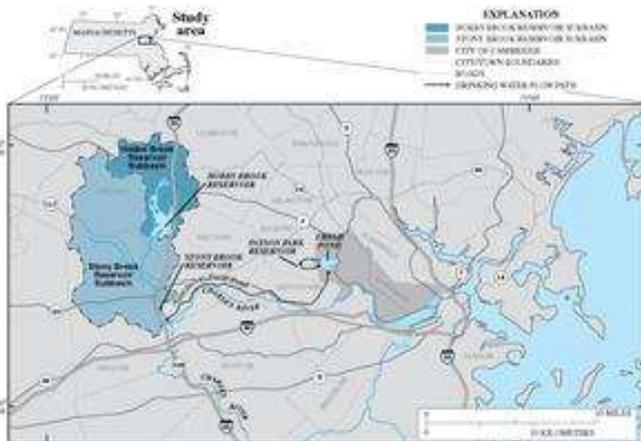
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: RESERVOIR FACILITIES IMPROVEMENTS - UPCOUNTRY

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Project will begin in FY17.						
IMPACT ON OPERATING BUDGET						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$0	\$425,000	\$425,000	\$335,000	\$400,000	\$1,585,000
GRAND TOTAL	\$0	\$425,000	\$425,000	\$335,000	\$400,000	\$1,585,000
FY17-FY20 FUNDING						
<p>These funds will be used for such projects as dam inspections, consultant planning and design services, removing vegetation from City-owned easements, phase I of paving perimeter road, replacing fencing to meet ADA compliance, and infrastructure improvements such as signage, benches, and bubblers.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for such projects as fencing at Stony Brook Reservoir and Trepelo Road Gate House instrumentation.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will be used to cover the costs of maintenance/reporting for the United States Geological Survey (USGS) reservoir gaging stations located upcountry.</p>						
IMPACT ON OPERATING BUDGET						
<p>USGS will contribute funds for the maintenance/reporting on the reservoir gauging stations, reducing the cost for the Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$800,000
<b>GRAND TOTAL</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$800,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used to cover the costs of maintenance for the reservoir gaging weather station located upcountry.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: VARIABLE FREQUENCY DRIVE INSTALLATION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
These funds will be used to install variable frequency drives (VFDs) and related equipment on the raw water pump system.						
IMPACT ON OPERATING BUDGET						
VFDs, hydraulics, valves, and ancillary equipment on the raw water pumps will lead to energy savings.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Fund Balance	\$1,500,000	\$1,000,000	\$0	\$0	\$0	\$2,500,000
Water Service Charges	\$1,000,000	\$500,000	\$0	\$0	\$0	\$1,500,000
GRAND TOTAL	<b>\$2,500,000</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>
FY17-FY20 FUNDING						
Project will be completed in FY17.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				\$500,000 in prior year funding was used to complete VFD system design.		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER DEPARTMENT PC UPGRADES & RADIO REPLACEMENT

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will be used to upgrade personal computers (PCs) and replace radios at the Water Department.</p>						<p><b>\$</b></p>
IMPACT ON OPERATING BUDGET						
<p>No financial impact on operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$10,000	\$22,500	\$22,500	\$22,500	\$12,500	\$90,000
<b>GRAND TOTAL</b>	<b>\$10,000</b>	<b>\$22,500</b>	<b>\$22,500</b>	<b>\$22,500</b>	<b>\$12,500</b>	<b>\$90,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used to upgrade PCs and radios and fulfill other IT needs.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to upgrade PCs, radios, and other IT equipment.</p>			

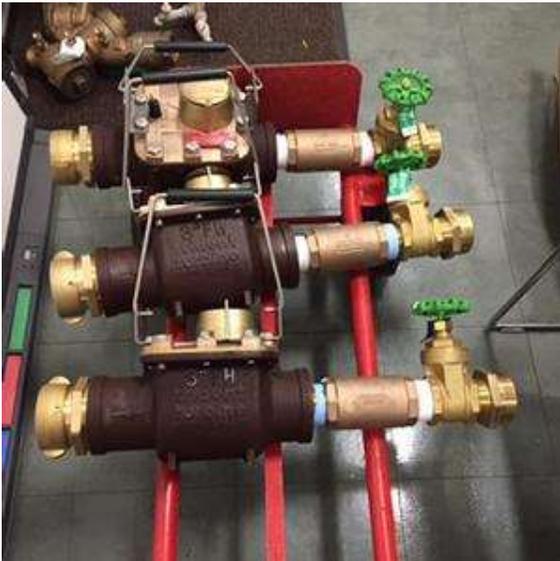
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER FACILITY UPGRADES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project includes allocations for Fresh Pond gate house renovations (\$20,000), remote site security (\$25,000), HVAC spare parts (\$3,000), HVAC improvements (\$25,000), and parking lot modifications (\$22,000).</p>						
IMPACT ON OPERATING BUDGET						
<p>Planned facility upgrades reduce the need for costly emergency repairs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$95,000	\$54,000	\$54,000	\$251,000	\$251,000	\$705,000
<b>GRAND TOTAL</b>	<b>\$95,000</b>	<b>\$54,000</b>	<b>\$54,000</b>	<b>\$251,000</b>	<b>\$251,000</b>	<b>\$705,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used for such projects as additional remote site security as well as HVAC facility improvements.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>These funds were used for such projects as additional remote site security at the dams and Payson Park as well as HVAC improvements. Additionally, upgrades to the vehicle storage facility are anticipated to begin in the spring of 2015.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER METER REPLACEMENT

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will be used to cover the cost related to the replacement of water meters and meter transmission units (MTUs). Older meters under register water usage. Replacement improves the accuracy of the measurement of water consumption.</p>						\$
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$120,000	\$120,000	\$120,000	\$370,000	\$320,000	\$1,050,000
GRAND TOTAL	\$120,000	\$120,000	\$120,000	\$370,000	\$320,000	\$1,050,000
FY17-FY20 FUNDING						
<p>These funds will be used to cover the cost related to the replacement water meters and MTUs.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>These funds were used to cover the cost related to the replacement water meters and MTUs.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER TREATMENT PLANT EQUIPMENT & SYSTEMS UPGRADES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will fund Water Plant instrumentation replacement (\$25,000); process control, regulatory support engineering services, and DEP permitting (\$20,000); and lab equipment replacement (\$25,000).</p>						
IMPACT ON OPERATING BUDGET						
<p>Planned maintenance and replacement of Water Plant equipment reduces the need for costly emergency repairs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$70,000	\$165,000	\$360,000	\$455,000	\$440,000	\$1,490,000
<b>GRAND TOTAL</b>	<b>\$70,000</b>	<b>\$165,000</b>	<b>\$360,000</b>	<b>\$455,000</b>	<b>\$440,000</b>	<b>\$1,490,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used for such projects as plant instrumentation replacement, process control/regulatory support, engineering services/DEP permitting, lab equipment replacement, PLC upgrade/replacement, and high lift pump re-building.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for such projects as ICP/MS metals analyzer replacement, LT2 second round monitoring, stainless steel pipe testing and repair, SCADA replacement, plant instrumentation replacement, process control/regulatory support engineering services/DEP permitting, and lab equipment replacement.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER WORKS CONSTRUCTION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will be used for Water Works Construction projects, which include repair/replacement of water infrastructure coordinated with City departments, assistance during emergency repairs and unanticipated needs within the City, fire hydrants, police details, and materials (\$630,000); large valve replacement (\$50,000); Stony Brook access ports (\$50,000); and a leak detection survey (\$25,000).</p>						
IMPACT ON OPERATING BUDGET						
<p>Replacement of old water mains reduces the potential of leaks in the system, which in turn reduces potential overtime costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$1,375,000	\$921,500	\$945,500	\$963,500	\$2,073,500	\$6,279,000
<b>GRAND TOTAL</b>	<b>\$1,375,000</b>	<b>\$921,500</b>	<b>\$945,500</b>	<b>\$963,500</b>	<b>\$2,073,500</b>	<b>\$6,279,000</b>
FY17-FY20 FUNDING						
<p>These funds will be used for Water Works Construction projects and annual leak detection.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for Water Works Construction projects such as Main Street and Amory Street water main replacement, a new water service for the renovated MLK School, and annual leak detection.</p>			

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATERSHED CONSULTING SERVICES

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will be used for Watershed projects such as specialized site plan reviews, assessments of existing storm water best management practices effectiveness, developing a water supply sufficiency, developing a gatehouse optimization plan and Title 5 management plans, and continued distribution hydraulic model updates.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Services will have no impact on the Water Department's operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Water Service Charges	\$70,000	\$282,000	\$263,000	\$93,000	\$93,000	\$801,000
GRAND TOTAL	<b>\$70,000</b>	<b>\$282,000</b>	<b>\$263,000</b>	<b>\$93,000</b>	<b>\$93,000</b>	<b>\$801,000</b>
FY17-FY20 FUNDING						
<p>Projects will continue through FY20.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding of \$205,000 updated the drought management plan, emergency response plan, distribution hydraulic model, and specialized site plan review.</p>			

# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Funding will support annual Danehy Park infrastructure, repairs, and renovations. FY16 funding will be used to purchase a new turf interior maintenance vehicle with a plow as well as renovation of the infield on the girls' softball field at St. Peter's Field.</p>						  
IMPACT ON OPERATING BUDGET						
<p>These projects will reduce yearly operating and maintenance costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>
FY17-FY20 FUNDING						
<p>Annual funding is used to maintain Danehy Park.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Park maintenance was not included in the prior year capital plan.</p>		

# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An allocation from Golf Course revenues will be used for new pathways and exterior fencing improvements.						  
IMPACT ON OPERATING BUDGET						
This project should reduce the costs of repair and maintenance calls.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Departmental Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>
FY17-FY20 FUNDING						
Golf Course revenues will be allocated annually for improvement projects.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funding was used to update the Clubhouse bathrooms.		

# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER & GOLD STAR POOL MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Funding will be used towards replacing the filter system at the War Memorial Recreation Center.						   
IMPACT ON OPERATING BUDGET						
This project should help reduce the cost of repair and maintenance calls.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Departmental Revenue	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$140,000
GRAND TOTAL	<b>\$28,000</b>	<b>\$28,000</b>	<b>\$28,000</b>	<b>\$28,000</b>	<b>\$28,000</b>	<b>\$140,000</b>
FY17-FY20 FUNDING						
War Memorial Recreation Center receipts will be allocated annually.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			Prior year funding was used for maintenance improvements at both facilities.			

# HUMAN RESOURCES AND DEVELOPMENT

## LIBRARY: MAIN LIBRARY BUILDING MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The \$25,000 allocation to the Main Library Building Maintenance project is for repairs and upgrades to the Main Library facility and systems. Upcoming major projects include refinishing maple floors on the ground floor, repairing corroding fire protection sprinkler piping, installing floor outlets to accommodate new seating installed this year, installing automated handicapped accessible doors at the garage entrance to the building, and updating software to manage lighting systems.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project may slightly increase electricity costs because of installation of floor outlets and automated handicapped accessible doors at the garage entrance into the building.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>
FY17-FY20 FUNDING						
<p>Annual allocations will properly maintain the Main Library building.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Maintenance was not included in the prior year capital plan.</p>		

# HUMAN RESOURCES AND DEVELOPMENT

## LIBRARY: O'CONNELL BRANCH LIBRARY BASEMENT PIPE REPAIR

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Pipes in the basement of the O'Connell Branch Library were determined to need repair and new coverings, since current coverings were beginning to deteriorate and crumble.						 
IMPACT ON OPERATING BUDGET						
This project will have no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$30,000	\$0	\$0	\$0	\$0	\$30,000
GRAND TOTAL	\$30,000	\$0	\$0	\$0	\$0	\$30,000
FY17-FY20 FUNDING						
This is a one-time expenditure.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			No prior year funding was allocated to this project.			

# EDUCATION

## SCHOOL: FLETCHER MAYNARD ACADEMY BOILER REPLACEMENTS/GAS CONVERSION

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Funds will be used to replace the boiler at Fletcher Maynard Academy.						
IMPACT ON OPERATING BUDGET						
Natural gas will require less service.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
<b>GRAND TOTAL</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$2,500,000</b>
FY17-FY20 FUNDING						
Funding will be allocated to replace one school boiler per year through FY20.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>An allocation of \$810,000 in FY15 was used to replace the emergency operating generator at the Graham and Parks, Tobin, and Cambridgeport Schools, along with a boiler replacement at Graham and Parks Schools.</p>			

# EDUCATION

## SCHOOL: FLETCHER MAYNARD ACADEMY REPAIRS & BUILDING ENVELOPE STUDY

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The 1929 masonry wall at Fletcher Maynard Academy has numerous open mortar joints, cracked decorative stones, and spalled brick, which allows moisture to get into wall system. Plaster is needed on interior surfaces of exterior walls in classrooms, the library, and offices. An allocation of \$75,000 will fund a building envelope study to identify areas requiring restoration to extend the life of the school.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Capital repairs should lessen the need for operating repairs and maintenance to the building.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000
Property Taxes	\$75,000	\$0	\$0	\$0	\$0	\$75,000
GRAND TOTAL	\$75,000	\$2,000,000	\$0	\$0	\$0	\$2,075,000
FY17-FY20 FUNDING						
<p>Funding in FY17 is for construction.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was not funded in FY15.</p>			

# EDUCATION

## SCHOOL: KENNEDY LONGFELLOW SCHOOL ROOF REPLACEMENT

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The roof of the Kennedy Longfellow School has many patched and active leaks and the auditorium ceiling is stained. In addition, the front lobby where students enter has ongoing leak issues as the roof is believed to be original 1970 construction. \$4,200,000 in FY16 funding will be used to replace the school's roof.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will reduce operating repairs and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$4,200,000	\$0	\$0	\$0	\$0	\$4,200,000
GRAND TOTAL	\$4,200,000	\$0	\$0	\$0	\$0	\$4,200,000
FY17-FY20 FUNDING						
<p>This project will be completed within one year.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>There was no funding for this project in prior years.</p>			

# EDUCATION

## SCHOOL: KING OPEN AND CAMBRIDGE STREET UPPER SCHOOL & COMMUNITY COMPLEX

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$11 million will be used to fund design and construction services for the King Open and Cambridge Street Upper School &amp; Community Complex. This includes rebuilding of the Gold Star Pool, School Department Administration, Human Service Programs, improved traffic circulation, and new open space design.</p>						
IMPACT ON OPERATING BUDGET						
<p>Frequent maintenance, repairs, and restoration expenses will be reduced with the development and construction of the school, library, and pool.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Bond Proceeds	\$11,000,000	\$60,000,000	\$60,000,000	\$0	\$0	\$131,000,000
<b>GRAND TOTAL</b>	<b>\$11,000,000</b>	<b>\$60,000,000</b>	<b>\$60,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$131,000,000</b>
FY17-FY20 FUNDING						
<p>FY17 and FY18 funds will be used to complete construction of the King Open School, Valente Library, and Gold Star Pool.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$1.5 million was provided in FY15 to fund a feasibility study, geotechnical services, licensed site professional services, and construction management and risk pre-construction services for the King Open and Cambridge Street Upper School &amp; Community Complex.</p>			

# EDUCATION

## SCHOOL: SCHOOL FACILITIES MAINTENANCE

FY16 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$50,000 will be used to replace aging and broken student and office desks, chairs, file cabinets, and cafeteria tables. The funds will also provide provisions for new and added programs such as small group tables and one-on-one teaching space will be addressed.</p>						
IMPACT ON OPERATING BUDGET						
<p>Annual maintenance should reduce repairs and maintenance charged to the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY16	FY17	FY18	FY19	FY20	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>
FY17-FY20 FUNDING						
<p>An annual maintenance allocation will be made through FY20.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Maintenance was not funded in the prior year.</p>			

## **SECTION VII**

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### **APPROPRIATION ORDERS**

# APPROPRIATION ORDERS - OPERATING EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE

SUBMITTED APRIL 27, 2015

ADOPTED JUNE 1, 2015

Introduced by City Manager Richard C. Rossi:

## AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2015

**ORDERED:** That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
<b>GENERAL GOVERNMENT</b>							
City Clerk	\$1,063,405	\$56,110	\$4,420		\$1,123,935		\$1,123,935
City Council	\$1,675,100	\$41,900	\$72,700		\$1,789,700		\$1,789,700
Election Commission	\$928,270	\$218,885	\$2,270		\$1,149,425		\$1,149,425
Employee Benefits	\$32,142,305	\$853,580	\$30,000		\$33,025,885		\$33,025,885
Executive	\$1,788,100	\$524,950	\$43,100		\$2,356,150		\$2,356,150
Finance	\$11,506,655	\$4,173,425	\$281,725	\$62,800	\$16,024,605		\$16,024,605
General Services	\$233,605	\$449,435			\$683,040		\$683,040
Law	\$1,516,870	\$443,300	\$214,245		\$2,174,415		\$2,174,415
Mayor	\$446,005	\$111,130	\$29,500		\$586,635		\$586,635
Public Celebrations	\$504,295	\$400,280	\$1,325		\$905,900		\$905,900
Reserve		\$37,500			\$37,500		\$37,500
<b>GEN. GOVT. TOTAL</b>	<b>\$51,804,610</b>	<b>\$7,310,495</b>	<b>\$679,285</b>	<b>\$62,800</b>	<b>\$59,857,190</b>		<b>\$59,857,190</b>
<b>PUBLIC SAFETY</b>							
Animal Commission	\$312,910	\$18,305	\$150		\$331,365		\$331,365
Electrical	\$1,533,255	\$1,006,460	\$5,170	\$50,000	\$2,594,885		\$2,594,885
Emergency Comm.	\$4,907,695	\$149,710	\$15,850	\$4,000	\$5,077,255		\$5,077,255
Fire	\$42,905,795	\$1,385,600	\$589,500	\$110,000	\$44,990,895		\$44,990,895
Inspectional Services	\$3,253,345	\$140,680	\$10,425	\$10,000	\$3,414,450		\$3,414,450
License Commission	\$1,116,835	\$58,955	\$7,355		\$1,183,145		\$1,183,145
Police	\$47,539,715	\$2,322,850	\$266,500	\$517,100	\$50,646,165		\$50,646,165
PRAB	\$73,735	\$700	\$3,000		\$77,435		\$77,435
Traffic, Parking & Transportation	\$8,076,830	\$3,297,040	\$41,000	\$69,000	\$11,483,870		\$11,483,870
Weights & Measures	\$135,850	\$6,780	\$3,245		\$145,875		\$145,875
<b>PUBLIC SAFETY TOTAL</b>	<b>\$109,855,965</b>	<b>\$8,387,080</b>	<b>\$942,195</b>	<b>\$760,100</b>	<b>\$119,945,340</b>		<b>\$119,945,340</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>							
Cable Television	\$569,895	\$963,240	\$3,450		\$1,536,585		\$1,536,585
Community Dev.	\$6,118,330	\$1,074,445	\$46,815	\$120,000	\$7,359,590		\$7,359,590
Conservation Comm.	\$128,685	\$1,000	\$900		\$130,585		\$130,585
Debt Service		\$350,000		\$54,314,525	\$54,664,525		\$54,664,525
Historical Comm.	\$614,170	\$39,610	\$800		\$654,580		\$654,580
Peace Commission	\$139,335	\$10,325	\$1,850		\$151,510		\$151,510

# APPROPRIATION ORDERS - OPERATING EXPENDITURES

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
Public Works	\$22,274,055	\$12,111,975	\$104,030	\$600,000	\$35,090,060		\$35,090,060
<b>COMM. M&amp;D TOTAL</b>	\$29,844,470	\$14,550,595	\$157,845	\$55,034,525	\$99,587,435		\$99,587,435
<b>HUMAN RESOURCES AND DEVELOPMENT</b>							
Comm. on Women	\$235,865	\$9,535	\$1,025		\$246,425		\$246,425
Human Rights Comm.	\$270,940	\$3,000	\$1,200		\$275,140		\$275,140
Human Services	\$22,021,270	\$3,229,925	\$78,600	\$25,000	\$25,354,795		\$25,354,795
Library	\$7,263,105	\$2,394,235	\$66,650		\$9,723,990		\$9,723,990
Veterans' Services	\$296,670	\$54,900	\$771,500		\$1,123,070		\$1,123,070
<b>HUMAN R&amp;D TOTAL</b>	\$30,087,850	\$5,691,595	\$918,975	\$25,000	\$36,723,420		\$36,723,420
<b>CITY TOTAL</b>	\$221,592,895	\$35,939,765	\$2,698,300	\$55,882,425	\$316,113,385		\$316,113,385
<b>EDUCATION</b>							
Education	\$136,528,235	\$25,447,265	\$1,212,605	\$752,315	\$163,940,420		\$163,940,420
<b>EDUCATION TOTAL</b>	\$136,528,235	\$25,447,265	\$1,212,605	\$752,315	\$163,940,420		\$163,940,420
<b>INTERGOVERNMENTAL</b>							
Cambridge Health Alliance		\$7,000,000			\$7,000,000		\$7,000,000
Cherry Sheet						\$21,336,755	\$21,336,755
MWRA		\$23,516,200			\$23,516,200		\$23,516,200
<b>INTERGOV. TOTAL</b>		\$30,516,200			\$30,516,200	\$21,336,755	\$51,852,955
<b>GRAND TOTALS</b>	\$358,121,130	\$91,903,230	\$3,910,905	\$56,634,740	\$510,570,005	\$21,336,755	\$531,906,760

# APPROPRIATION ORDERS - OPERATING REVENUES

**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:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
<b>GENERAL GOVERNMENT</b>							
City Clerk	\$242,000		\$19,300	\$40,000		\$822,635	\$1,123,935
City Council			\$14,110			\$1,775,590	\$1,789,700
Election Commission	\$750		\$97,750			\$1,050,925	\$1,149,425
Employee Benefits			\$10,826,505		\$9,400,000	\$12,799,380	\$33,025,885
Executive	\$40,000	\$215,000	\$163,865			\$1,937,285	\$2,356,150
Finance	\$558,950		\$602,020		\$500,000	\$14,363,635	\$16,024,605
General Services		\$4,000	\$94,825			\$584,215	\$683,040
Law		\$97,500	\$50,000	\$2,500		\$2,024,415	\$2,174,415
Mayor			\$32,000			\$554,635	\$586,635
Public Celebrations			\$22,500	\$10,800		\$872,600	\$905,900
Reserve						\$37,500	\$37,500
<b>GEN. GOVT. TOTAL</b>	<b>\$841,700</b>	<b>\$316,500</b>	<b>\$11,922,875</b>	<b>\$53,300</b>	<b>\$9,900,000</b>	<b>\$36,822,815</b>	<b>\$59,857,190</b>
<b>PUBLIC SAFETY</b>							
Animal Commission	\$10,200	\$1,400		\$23,000	\$500	\$296,265	\$331,365
Electrical	\$490,000		\$207,865	\$22,935	\$10,000	\$1,864,085	\$2,594,885
Emergency Comm.						\$5,077,255	\$5,077,255
Fire	\$875,750	\$4,000		\$105,000	\$27,000	\$43,979,145	\$44,990,895
Inspectional Services	\$183,500			\$9,345,700	\$103,500	(\$6,218,250)	\$3,414,450
License Commission	\$24,500	\$6,000	\$54,000	\$2,200,200		(\$1,101,555)	\$1,183,145
Police	\$1,571,355	\$3,138,425	\$856,605	\$126,015	\$40,000	\$44,913,765	\$50,646,165
PRAB						\$77,435	\$77,435
Traffic, Parking & Transportation	\$6,065,260	\$4,861,110		\$527,500	\$30,000		\$11,483,870
Weights & Measures	\$38,000	\$1,000	\$17,925			\$88,950	\$145,875
<b>PUBLIC SAFETY TOTAL</b>	<b>\$9,258,565</b>	<b>\$8,011,935</b>	<b>\$1,136,395</b>	<b>\$12,350,350</b>	<b>\$211,000</b>	<b>\$88,977,095</b>	<b>\$119,945,340</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>							
Cable Television	\$1,400,730					\$135,855	\$1,536,585
Community Dev.	\$431,395	\$140,000	\$875,810	\$55,000	\$90,915	\$5,766,470	\$7,359,590
Conservation Comm.	\$50,585					\$80,000	\$130,585
Debt Service	\$18,395,915		\$1,723,970		\$1,300,000	\$33,244,640	\$54,664,525
Historical Comm.					\$4,000	\$650,580	\$654,580
Peace Commission			\$23,450			\$128,060	\$151,510
Public Works	\$6,402,235	\$1,058,195	\$1,316,060	\$555,000	\$209,890	\$25,548,680	\$35,090,060
<b>COMM. M&amp;D TOTAL</b>	<b>\$26,680,860</b>	<b>\$1,198,195</b>	<b>\$3,939,290</b>	<b>\$610,000</b>	<b>\$1,604,805</b>	<b>\$65,554,285</b>	<b>\$99,587,435</b>
<b>HUMAN RESOURCES AND DEVELOPMENT</b>							
Comm. on Women			\$9,960			\$236,465	\$246,425
Human Rights Comm.						\$275,140	\$275,140
Human Services	\$3,558,565		\$642,955			\$21,153,275	\$25,354,795
Library		\$85,000	\$446,405			\$9,192,585	\$9,723,990

## APPROPRIATION ORDERS - OPERATING REVENUES

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
Veterans' Services			\$533,075			\$589,995	\$1,123,070
<b>HUMAN R&amp;D TOTAL</b>	\$3,558,565	\$85,000	\$1,632,395			\$31,447,460	\$36,723,420
<b>CITY TOTAL</b>	\$40,339,690	\$9,611,630	\$18,630,955	\$13,013,650	\$11,715,805	\$222,801,655	\$316,113,385
<b>EDUCATION</b>							
Education	\$75,000	\$100,000	\$22,504,945		\$540,865	\$140,719,610	\$163,940,420
<b>EDUCATION TOTAL</b>	\$75,000	\$100,000	\$22,504,945		\$540,865	\$140,719,610	\$163,940,420
<b>INTERGOVERNMENTAL</b>							
Cambridge Health Alliance						\$7,000,000	\$7,000,000
Cherry Sheet	\$481,300		\$896,520			\$19,958,935	\$21,336,755
MWRA	\$23,516,200						\$23,516,200
<b>INTERGOV. TOTAL</b>	\$23,997,500		\$896,520			\$26,958,935	\$51,852,955
<b>GRAND TOTALS</b>	\$64,412,190	\$9,711,630	\$42,032,420	\$13,013,650	\$12,256,670	\$390,480,200	\$531,906,760

# APPROPRIATION ORDERS – WATER FUND

CITY COUNCIL, CITY OF CAMBRIDGE  
 SUBMITTED APRIL 27, 2015  
 ADOPTED JUNE 1, 2015

Introduced by City Manager Richard C. Rossi:

## AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2015

**ORDERED:** That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>							
Water	\$6,853,230	\$3,982,800	\$86,580	\$3,041,505	\$13,964,115		<b>\$13,964,115</b>

**BE IT FURTHER ORDERED:** That the City appropriations and state assessments in the Water Fund are to be financed by estimated revenues drawn from the following sources:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>							
Water	\$13,964,115						<b>\$13,964,115</b>

# APPROPRIATION ORDERS – PUBLIC INVESTMENT EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE  
 SUBMITTED APRIL 27, 2015  
 ADOPTED JUNE 1, 2015

Introduced by City Manager Richard C. Rossi:

## AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2015

**ORDERED:** That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

PROJECT	APPROPRIATIONS
<b>GENERAL GOVERNMENT</b>	
E-Gov Projects	\$3,450,000
Participatory Budgeting - 100 New Trees	\$120,000
Participatory Budgeting - Bike Repair Stations	\$12,000
Participatory Budgeting - Bilingual Books for Children Learning English	\$7,000
Participatory Budgeting - Central Square Public Toilet	\$320,000
Participatory Budgeting - Computers for the Community Learning Center	\$27,000
Participatory Budgeting - Free Wi-Fi in 6 Outdoor Public Spaces	\$42,000
Public Art Conservation Program	\$20,000
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$3,998,000</b>
<b>PUBLIC SAFETY</b>	
Fire Alarm System Improvements in Fire Stations	\$50,000
Fire Station Facility Maintenance	\$25,000
Parking Garage Restoration and Improvements	\$300,000
Police Station Universal Power Supply	\$50,000
Replacement Radios for the Police Department	\$50,000
RWH Public Safety Building Maintenance	\$20,000
Traffic Signal Program	\$200,000
<b>PUBLIC SAFETY TOTAL</b>	<b>\$695,000</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>	
Affordable Housing Project Development	\$56,590
Area IV Youth Center Kitchen Renovation	\$200,000
Best Retail Practices and Interior Access Programs	\$91,500
Bicycle Parking Program	\$50,000
Bicycle Parking Special Projects	\$33,000
Bicycle Spot Improvements	\$33,000
Biomedical Career Training Program	\$99,000
Bus Stop Improvements	\$34,000
Complete Streets Reconstruction	\$3,959,015
Emerald Ash Borer Treatment	\$100,000
Energy Efficiency Improvements at School Buildings	\$70,000
Energy Efficiency Improvements at Various Buildings	\$75,000
Flooring & Furnishings	\$40,000
Fresh Pond Master Plan Implementation	\$250,000

## APPROPRIATION ORDERS – PUBLIC INVESTMENT EXPENDITURES

PROJECT	APPROPRIATIONS
Home Improvement Program	\$474,896
Housing Mediation Program	\$108,709
Housing Rehabilitation Assistance Program	\$337,250
Hubway Bikeshare Program Operation and Expansion	\$280,000
HVAC System Renewal Plan	\$250,000
Kingsley Park Restoration	\$250,000
Media Arts Studio Hi-Definition Upgrade	\$141,330
Microenterprise Workshops for Business Development	\$32,000
Park and Cemetery Tree Pruning	\$100,000
Remedial Sewer and Drain Construction	\$1,000,000
Reservoir Gaging Weather Station Maintenance	\$160,000
Storefront Improvements Program	\$150,000
Tenant Organizing Services	\$75,000
Toters for Organics Curbside Collection Program	\$90,000
Traffic Calming	\$300,000
Variable Frequency Drive Installation	\$2,500,000
Water Department PC Upgrades & Radio Replacement	\$10,000
Water Facility Upgrades	\$95,000
Water Meter Replacement	\$120,000
Water Treatment Plant Equipment & Systems Upgrades	\$70,000
Water Works Construction	\$1,375,000
Watershed Consulting Services	\$70,000
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL</b>	<b>\$13,080,290</b>
<b>HUMAN RESOURCES AND DEVELOPMENT</b>	
ADA Accessibility Improvements	\$50,000
Danehy Park Maintenance	\$25,000
Fresh Pond Golf Course Improvements	\$20,000
Main Library Building Maintenance	\$25,000
O'Connell Branch Library Basement Pipe Repair	\$30,000
War Memorial Recreation Center & Gold Star Mother Pool Maintenance	\$28,000
<b>HUMAN RESOURCES AND DEVELOPMENT TOTAL</b>	<b>\$178,000</b>
<b>EDUCATION</b>	
Fletcher Maynard Academy Repairs and Building Envelope Study	\$75,000
Schools Facilities Maintenance	\$50,000
<b>EDUCATION TOTAL</b>	<b>\$125,000</b>
<b>TOTAL</b>	<b>\$18,076,290</b>

## APPROPRIATION ORDERS – PUBLIC INVESTMENT FINANCING PLAN

**BE IT FURTHER ORDERED:** That the City appropriations and state assessments in the Public Investment Fund are to be financed by estimated revenues drawn from the following sources:

<b>FINANCING PLAN CLASSIFICATION</b>	<b>REVENUE</b>
Chapter 90	\$3,854,505
Community Development Block Grant	\$1,274,945
Departmental Revenue	\$189,330
Parking Revenue Fund	\$1,275,000
Property Taxes	\$5,478,000
Sewer Service Charges	\$1,000,000
Street Preservation Offset Fund	\$104,510
Water Fund Balance	\$1,500,000
Water Service Charges	\$3,400,000
<b>TOTAL</b>	<b>\$18,076,290</b>

## **SECTION VIII**

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### **GLOSSARY, ACRONYM TABLE, AND INDEX**

# GLOSSARY

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**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.

**ADOPTED BUDGET.** The resulting budget that has been approved by the City Council.

**AGENCY FUND.** A type of fiduciary fund used to account for resources held in purely a custodial capacity for other governments, private organizations, or individuals.

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

**AMORTIZATION.** The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

**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.** The reinvestment of proceeds of tax-exempt securities in materially higher yielding taxable securities.

**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 over a defined budget period.

**BASIS OF ACCOUNTING.** Timing of when revenues and expenditures will be recorded for financial reporting purposes – when the transaction is recognized in the financial statements.

**BASIS OF BUDGETING.** Method used to determine when revenues and expenditures are recognized for budgetary purposes.

**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.

**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.

# GLOSSARY

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**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 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 ASSETS.** Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

**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.

**CAPITAL FUND.** Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities.

**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 SERVICES.** (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.

**COMMUNITY PRESERVATION ACT (CPA).** 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, open space acquisition, and historic preservation.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR).** Financial report that contains at a minimum, three sections: 1) introductory, 2) financial, 3) statistical and whose financial section provides information on each individual fund and component unit.

**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 capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

# GLOSSARY

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**DEBT LIMIT.** 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. Certain categories of debt are exempt from these limits.

**DEBT SERVICE.** Payment of interest and principal to holders of a government's debt instruments.

**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/or the City Manager to carry out specified public services.

**DEPRECIATION.** A method of allocating the cost of a tangible asset over its useful life. This is done for accounting purposes.

**DIRECT DEBT.** Debt of the government preparing statistical information, in contrast to debt of other, overlapping governments.

**E-GOV.** The City's IT Governance Model. The model is to ensure that IT spending decisions reflect the goals of the City through a set of principles and criteria.

**ENCUMBRANCE.** Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved.

**ENTERPRISE FUND.** A proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

**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.

**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 council must be informed of excess levying capacity and evidence of their acknowledgement must be submitted to the DOR when setting the tax rate.

**EXPENDITURES.** The amount of money, cash, or checks actually paid or obligated for payment from the treasury. Expenditures are categorized in accordance with Massachusetts General Laws and the Uniform Massachusetts Accounting System (UMAS). Categories are Salary and Wages, Other Ordinary Maintenance, Travel and Training, and Extraordinary Expenditures.

**FIDUCIARY FUND.** Funds used to report assets held in a trustee or agency capacity for others and which cannot be used to support the government's own programs. Categories include pension, investment, and agency funds.

**FINES & FORFEITS.** Fines and any associated penalties levied for violations of the municipal code.

**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 to June 30.

**FREE CASH.** 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.

# GLOSSARY

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**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.

**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. Fund balance is classified as non-spendable, restricted, committed, assigned, and unassigned based on the relative strength of constraints that control how specific amounts can be spent.

**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.

**GASB 54.** A major pronouncement of the Governmental Accounting Standards Board that requires the classification of fund balances based primarily on the extent to which the government is bound to follow constraints on the use of governmental fund resources.

**GENERAL FUND.** The fund serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP).** Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**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.

**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.

# GLOSSARY

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**INTERGOVERNMENTAL REVENUE.** Includes federal and state grants, other governmental revenue and State Aid revenue. Examples include Cherry Sheet revenue, Community Development Block Grant, and Unrestricted General Government Aid.

**INTERNAL SERVICE FUNDS.** Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis.

**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.

**MAJOR FUND.** A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

**MASSACHUSETTS CLEAN WATER TRUST (MCWT).** The MCWT improves the water quality in the Commonwealth through the provision of low cost capital financing to cities, towns, and other eligible entities, and maintains stewardship of public funds with prudence, professionalism, and integrity.

**MASSACHUSETTS WATER RESOURCE AUTHORITY (MWRA).** The MWRA is a public authority that provides wholesale water and sewer services to metropolitan Boston area communities.

**MEALS EXCISE.** Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.

**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 in 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.

**NET ASSETS.** The difference between the assets and liabilities of proprietary funds. Classifications include unrestricted, invested in capital, net of related debt, and restricted assets.

**NET ZERO.** A building with zero net energy consumption. The total amount of energy used by the building on an annual basis is approximately equal to the amount of renewable energy created on the site.

**NON-TAX REVENUE.** All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for services, fines and forfeits, and various other miscellaneous revenue.

**OBJECTIVE.** A thing aimed at or sought; a goal.

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

# GLOSSARY

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**OTHER POSTEMPLOYMENT BENEFITS (OPEB).** Benefits received by an employee when he or she begins retirement, including health care and life insurance premiums, in accordance with state statute and City ordinance.

**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 degree to which a department or division executes an action or task. The degree of goal fulfillment achieved by programs. The Budget includes FY12 Actual, FY13 Budget, FY13 Projected and FY14 Proposed performance measures.

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

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

**PROGRAM.** Group activities, operations, or organizational units directed to attaining specific purposes and objectives.

**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.

**PROPRIETARY FUNDS.** Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

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

**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 that issue credit ratings on the City's municipal bonds.

**REFUNDING.** Issuance of new debt whose proceeds are used to repay previously issued debt. When interest rates fall, issuers can 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. Changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

**RESERVED FUND BALANCE.** Portion of a governmental fund's net assets that is not available for appropriation.

**RESTRICTED ASSETS.** Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, or contributors; or imposed by law.

# GLOSSARY

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**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 benefits to citizens.

**SPECIAL REVENUE FUND.** Governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

**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.** Short-term interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

**TAX RATE.** The amount of tax levy stated per \$1,000 in value of the tax base. There are 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.

**TRUE INTEREST COST (TIC).** The actual cost of issuing a bond. The TIC is the yearly cost for obtaining debt financing, expressed as a proportion of the total debt amount. All charges related to the bond are included, for example all ancillary fees and costs such as discount points and prepaid interest, as well as factors related to the time value of money.

**UNASSIGNED FUND BALANCE.** The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.

**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.

**UNRESTRICTED GENERAL GOVERNMENT AID (UGGA).** The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

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

# ACRONYM TABLE

ACS	American Community Survey
ADA	Americans with Disabilities Act
BMPs	Best Management Practices
BZA	Board of Zoning Appeal
CAAS	Commission on Accreditation of Ambulance Service
CAC	Cambridge Arts Council
CAFD	Cambridge Auxiliary Fire Department
CAFR	Comprehensive Annual Financial Report
CAMN	Cambridge Arts Marketing Network
CCSW	Cambridge Commission on the Status of Women
CCTV	Cambridge Community Television
CDBG	Community Development Block Grant
CDD	Community Development Department
CEP	Cambridge Employment Program
CET	Community Engagement Team
CFD	Cambridge Fire Department
CHA	Cambridge Health Alliance; Cambridge Housing Authority
CHC	Cambridge Historical Commission
CHRC	Cambridge Human Rights Commission
CIIP	Cured-in-place pipe
CLC	Community Learning Center
COA	Council on Aging
CoC	Continuum of Care
COLA	Cost-of-living allowances
COT	Cambridge Office for Tourism
CPA	Community Preservation Act
CPD	Cambridge Police Department
CPL	Cambridge Public Library
CPS	Cambridge Public Schools
CRF	Cambridge River Festival
CRLS	Cambridge Rindge and Latin School
CSI	College Success Initiative
CWD	Cambridge Water Department
CYP	Cambridge Youth Programs
DBA	Doing Business As
DCR	Massachusetts Department of Conservation and Recreation
DEP	Massachusetts Department of Environmental Protection
DHCD	Massachusetts Department of Housing and Community Development
DHSP	Department of Human Service Programs
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
DV	Domestic Violence
ECC	Emergency Communications and 911 Center
ECD	Emergency Communications Department
EDD	Economic Development Division

# ACRONYM TABLE

<b>ECOD</b>	Cambridge Employees' Committee on Diversity
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>EFT</b>	Electronic Funds Transfer
<b>EAB</b>	Emerald Ash Borer
<b>EMS</b>	Emergency Medical Services
<b>EOPSS</b>	Massachusetts Executive Office of Public Safety and Security
<b>EPA</b>	U.S. Environmental Protection Agency
<b>EPAC</b>	Emergency Preparedness and Coordination
<b>EQVs</b>	Equalized Valuations
<b>ESOL</b>	English for Speakers of Other Languages
<b>FAM</b>	Familiarization Tours
<b>FEMA</b>	Federal Emergency Management Association
<b>FFOP</b>	Firefighter on Probation
<b>FHAP</b>	Fair Housing Assistance Program
<b>FID</b>	Firearms Identification Card
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GLBT</b>	Gay, Lesbian, Bisexual, and Transgender
<b>Hazmat</b>	Hazardous Material
<b>HMO</b>	Health Maintenance Organization
<b>HOME</b>	HUD HOME Investment Partnerships Program
<b>HUD</b>	Federal Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IEP</b>	Individualized Education Plan
<b>ISD</b>	Inspectional Services Department
<b>ISO</b>	Insurance Services Office
<b>IT</b>	Information Technology
<b>ITD</b>	Information Technology Division
<b>KOED</b>	King Open Extended Day
<b>LED</b>	Light Emitting Diode
<b>MACC</b>	Massachusetts Association of Conservation Commissions
<b>MAPC</b>	Metropolitan Area Planning Council
<b>MBE</b>	Minority Business Enterprise
<b>MBLC</b>	Massachusetts Board of Library Commissioners
<b>MBTA</b>	Massachusetts Bay Transportation Authority
<b>MCAD</b>	Massachusetts Commission Against Discrimination
<b>MCC</b>	Massachusetts Cultural Council
<b>MGL</b>	Massachusetts General Laws
<b>MIT</b>	Massachusetts Institute of Technology
<b>MLC</b>	Municipal Lien Certificate
<b>MSPCA</b>	Mass Society for the Prevention of Cruelty to Animals
<b>MSYEP</b>	Mayor's Summer Youth Employment Program
<b>MTU</b>	Meter Transmission Units

## ACRONYM TABLE

MWPA	Massachusetts Wetlands Protection Act
MCWT	Massachusetts Clean Water Trust
MWRA	Massachusetts Water Resources Authority
NIMS	National Incident Management System
NIST	National Institute of Standards and Technology
NRS	Neighborhood Revitalization Strategy
OCS	Office of College Success
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Administration
OWD	Office of Workforce Development
PB	Participatory Budgeting
PERAC	Public Employee Retirement Administration Commission
PILOT	Payments In-Lieu-Of Tax
PIO	Public Information Officer
PMSA	Primary Metropolitan Statistical Area
PSAP	Public Safety Answering Position
PRAB	Police Review and Advisory Board
RFPs	Request for Proposals
RFQs	Request for Qualifications
RMV	Registry of Motor Vehicles
RSTA	Rindge School of Technical Arts
SIU	Special Investigations Unit
SPOF	Street Preservation Offset Fund
SRO	School Resource Officers
SRT	Special Response Team
STEAM	Science, Technology, Engineering, Arts, and Math
T-Bill	Treasury Bill
TEU	Traffic Enforcement Unit
TIC	True Interest Cost
TPF	Tactical Patrol Force
TPT	Traffic, Parking & Transportation Department
TSD	Technical Services Division
UASI	Urban Area Security Initiative
UGGA	Unrestricted General Government Aid
UPS	Universal Power Supply
USGS	United States Geological Survey
VA	U.S. Department of Veterans Affairs
VFD	Variable Frequency Drives
VFW	Veterans of Foreign Wars
VRIS	Voter Registration Information System
VoIP	Voice over Internet Protocol
Wi-Fi	Wireless Fidelity (wireless internet)
WTO	Water Treatment Operation
YFSU	Youth & Family Services Unit
YRO	Youth Resource Officer

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