





ANNUAL BUDGET 2017-2018

SUBMITTED BY THE CITY MANAGER, CAMBRIDGE, MASSACHUSETTS



A close-up photograph showing a person's hands holding a stack of colorful minibonds. The bonds are in various colors including blue, green, yellow, and red. The person is wearing a blue long-sleeved shirt. The background is a blurred outdoor setting with greenery.

The City held its first **minibond sale** in February 2017 to encourage residents to directly invest in Cambridge infrastructure. Residents could purchase minibonds in denominations of \$1,000 for a maximum total investment of \$20,000. The City's \$2,000,000 in minibonds sold out in six days. 244 residents submitted orders (230 were fulfilled), with a median submitted order of \$5,000 and an average submitted order of \$8,586. The City will use proceeds from the minibond issuance to support capital projects such as school building renovations, municipal facility upgrades, and implementation of the Complete Streets Plan. *Photo credit (top): Harrison Dimmig.*

A photograph of a person riding a bicycle on a city street. The person is wearing a blue long-sleeved shirt and a blue helmet. They are riding on a paved road with a white line. In the background, there are trees and a building. The person is looking towards the camera.

Vision Zero calls for the elimination of all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all. Following the City Council's adoption of Vision Zero in March 2016, the City began development of a detailed implementation plan to accelerate the beneficial impact of City practices such as the Safe Routes to School Program, Complete Streets Plan, Transit Strategic Plan, separated bicycle lanes, bicycle parking infrastructure, traffic calming initiatives, and curb extension bus stops. The City continues to implement a wide range of engineering, education, and enforcement efforts aimed at reducing crashes, increasing respect among users, and creating a safer and more equitable transportation network that supports users of all ages and abilities. *Photo credit (bottom right): Gretchen Etrl.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cambridge
Massachusetts**

For the Fiscal Year Beginning

July 1, 2016

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, 2016.

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 32 consecutive years.

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SECTION I

INTRODUCTION

CITY MANAGER'S BUDGET MESSAGE

City of Cambridge

Louis A. DePasquale • City Manager



Executive Department

Lisa C. Peterson • Deputy City Manager

April 24, 2017

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

I am pleased to submit for your consideration my first proposed Operating and Capital Budgets for the City of Cambridge for FY18 as well as the proposed FY19-22 Operating and Capital Plans. This Operating Budget of \$605,031,310 represents an increase of \$28,633,678, or 4.97%, over the FY17 Adjusted Budget. The proposed Capital Budget is \$124,771,815.

Over the last six months, the Finance Committee Chair, Budget Director, and I have been going out to neighborhood meetings to discuss the City's budget and listen to suggestions from community members. To keep this community connection throughout the year, I have established a City Manager Advisory Committee that will meet quarterly to discuss community issues and develop potential solutions.

In January, we met with the Council's Finance Committee to listen to their ideas around community needs that they would like addressed in the FY18 Budget. This budget reflects their guidance and goals, and many of the new initiatives and staff positions are a direct result of the City Council's collective feedback. I want to thank the Council for their leadership and for their active engagement in the FY18 Budget process.

Getting residents more engaged in local government, particularly around finance, has been a priority of mine. Every year, Participatory Budgeting brings out thousands of residents to brainstorm and vote for creative capital projects that are included in our Public Investment Budget. In FY18, the City will implement the seven winning projects from the third Participatory Budgeting (PB) process, which include solar panels on the Main Library roof, flashing pedestrian lights at six crosswalks, solar-powered bus tracking displays at 10 high-use bus stops, kinetic energy tiles at Cambridge Rindge and Latin School and in Harvard Square, four water bottle fill stations, upgrades to the Moore Youth Center, and the commissioning of murals and street art in various parts of Cambridge. In FY18, the City will launch its fourth annual PB process in which residents will decide how to spend \$800,000 of the City's FY19 capital budget. Idea collection will take place from June 1 - July 31, 2017 and voting will be held from December 2-8, 2017.

In February, the City allowed residents to directly invest in Cambridge infrastructure by purchasing minibonds. Residents could purchase minibonds in denominations of \$1,000 for a maximum total investment of \$20,000. The City's \$2,000,000 in minibonds sold out in six days. 230 orders were fulfilled, with a median submitted order of \$5,000 and an average submitted order of \$8,586. The City will use proceeds from the minibond issuance to support capital projects such as school building renovations, municipal facility upgrades, and implementation of the Complete Streets Plan.

CITY MANAGER'S BUDGET MESSAGE

The City will continue to create and preserve affordable rental and homeownership opportunities for low, moderate, and middle-income families and residents. For the first time, I am recommending a \$2,800,000 capital allocation funded by Building Permit revenue to support the City's Affordable Housing Trust. In addition, the newly created Richard C. Rossi Affordable Housing Trust Fund will provide limited financial assistance to Cambridge residents and households who are at risk of losing housing in Cambridge. Through FY17, the City has appropriated a total of \$134,200,000 in Community Preservation Act funds for affordable housing initiatives. Since 2001, the City has created or preserved over 1,700 units of affordable housing throughout Cambridge. The Concord Highlands project, which received funding from the Affordable Housing Trust, will add 98 new units of mixed-income affordable housing. The process of transforming the Vail Court property into affordable housing will continue in FY18, and we are continuing efforts for the preservation of affordability at buildings with expiring use restrictions.

To advance Vision Zero, the City continues to implement a wide range of engineering, education, and enforcement efforts aimed at reducing crashes, increasing respect among users, and creating a safer and more equitable transportation network that supports users of all ages and abilities. We will look to appropriate \$4,000,000 from the Parking Fund's Fund Balance for additional bicycle infrastructure in Inman Square. Traffic, Parking & Transportation will also be expanding the pay-by-phone program citywide.

Envision Cambridge, the citywide planning process, is advancing into the second phase, which will focus on public conversations, workshops, focus groups, and street team activities to help guide future change in the city. To respond to current conditions, including growth in development and rezoning proposals, Community Development will be expanding capacity with four new positions in key areas such as urban design, project review, community outreach and communication, data management and analysis, and program development and management.

The Curbside Organics program will be expanded citywide. Included in the budget are four new laborers to support this effort. The overall goal of this plan is to help the City reduce trash by 30% by 2020 and 80% by 2050 from a 2008 baseline. \$1,000,000 will be appropriated from Free Cash to fund the necessary equipment for this expansion. Next spring, Public Works will also launch a small business curbside recycling program. Qualified businesses can expect a once per week pick-up.

Many homeless individuals in Cambridge are not accessing the shelter system to stay safe and warm overnight during the winter. Human Services will be looking for rental space to create a winter warming center designed to provide a hot meal, a safe place to rest, and shelter from inclement weather. Funding of \$250,000 has been included for the operations of the center.

As part of our commitment to building a comprehensive early childhood system, the City is investing an additional \$1,000,000 in FY18 for a total of \$2,300,000 for the Birth to Grade 3 Partnership. A pilot scholarship program promoting access to high quality community programs for three and four-year-olds from low-income families has been developed, as well as an intensive quality improvement system designed to help community preschool programs improve their quality rating scores.

CITY MANAGER'S BUDGET MESSAGE

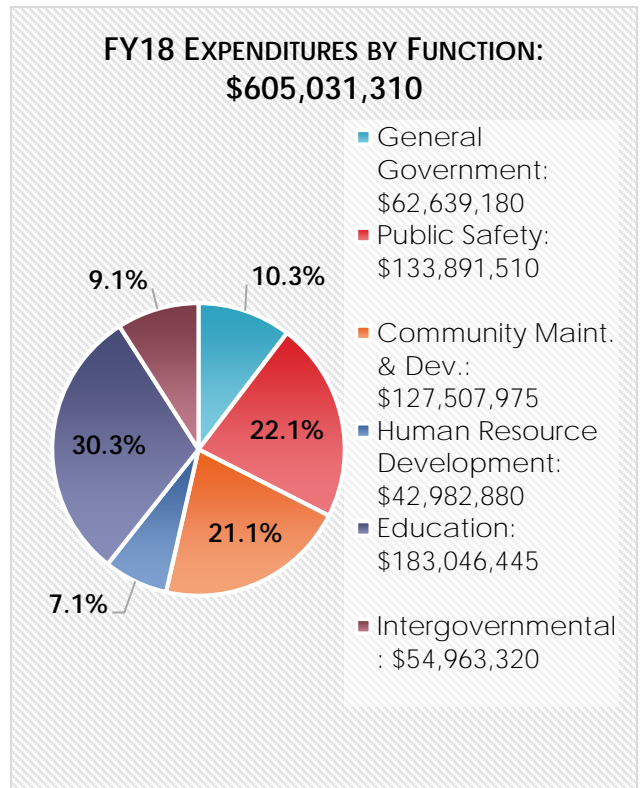
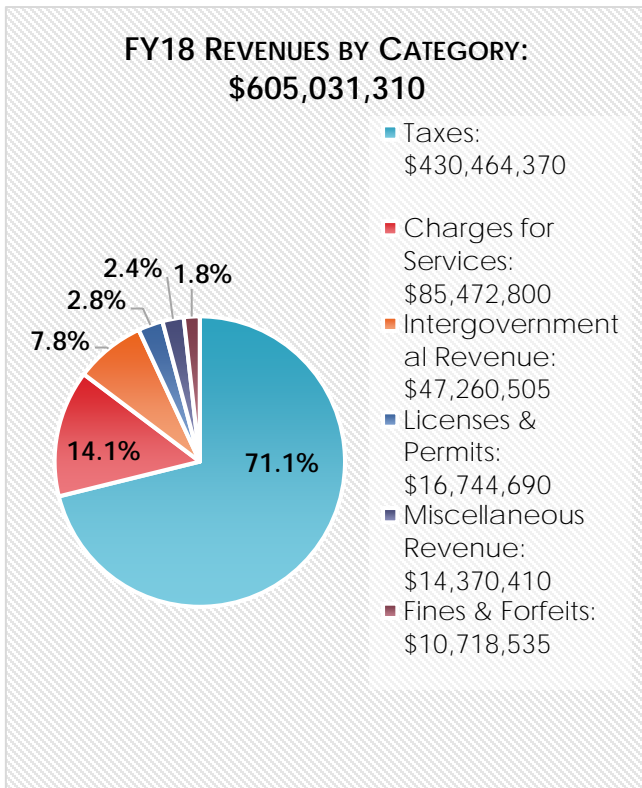
The City remains committed to maintaining our status as a Sanctuary City. The new Commission on Immigrant Rights & Citizenship is developing a needs assessment to identify the unmet needs pertaining to immigrant legal rights, citizenship, and connection to City services and local resources. Funds for an Outreach and Referral Specialist, translation equipment, and costs for outreach and informational materials are included in the budget.

Cambridge Arts will add a Community Arts Administrator position to increase capacity to grow large-scale public programming, expand external fundraising, and build sustainable partnerships in the community that support programming. This position will also support the Cambridge Arts Creative Marketplace, an artist education and economic development program designed to foster increased awareness of the city's vibrant arts sector and heightened participation and support of the arts by employees and businesses based in Cambridge.

The Animal Commission, with the addition of another animal control officer, will extend coverage through the weekends and until 7:00 p.m. on weekdays. The Commission will also participate in more educational events, such as visiting elementary schools and senior centers to talk about what residents should do when they encounter wildlife in Cambridge.

Personnel and the Office of Equity and Inclusion will be progressing our comprehensive plan for achieving diversity in City hiring, retention, and promotion policies and practices. We will also be implementing a sexual orientation and gender identity competency training for the entire City workforce.

I encourage readers to review the City Council goals, key initiatives, each department's budget narrative, and this year's capital projects to gain a deeper understanding of our FY18 objectives.



CITY MANAGER'S BUDGET MESSAGE

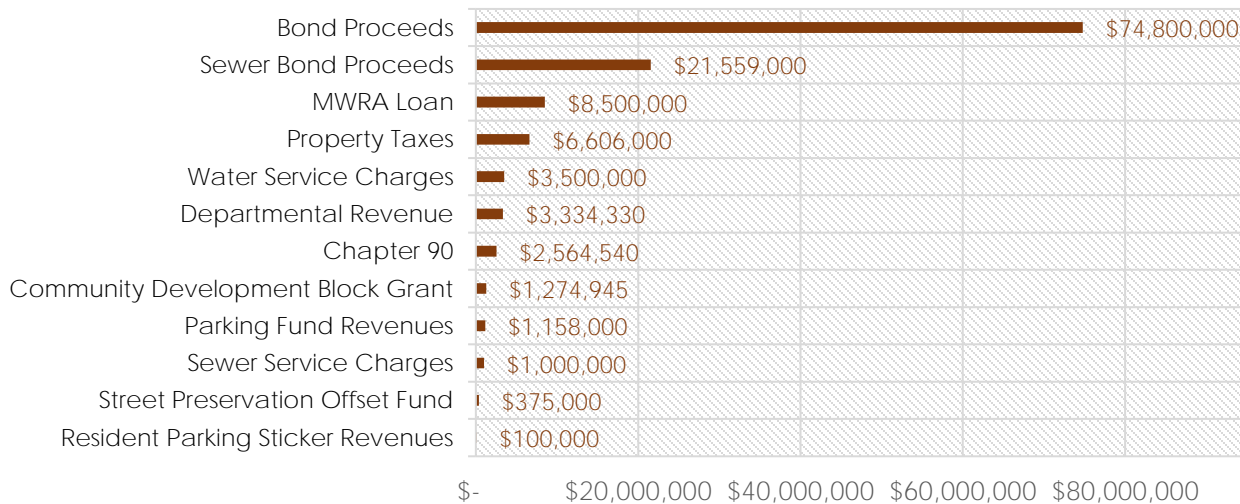
The proposed **Operating Budget** of \$605,031,310 includes the following:

- A total property tax levy of \$395,001,870 to support the General Fund Operating and Capital Budgets. This is an increase of \$22,327,783, or 5.99%, from the FY17 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, the City may be able to use increased non-property tax revenues at a higher level than what is included in the FY18 Budget, once actual FY17 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.
- The City will recommend using \$12,200,000 in Free Cash to lower the property tax levy increase, which is consistent with the City's financial plan.
- A 0% increase in the water rate and a 7.7% increase in the sewer rate, resulting in a 5.6% increase in the combined rate as adopted by the City Council on March 27, 2017. This is the seventh consecutive year that the City has been able to produce a 0% rate.
- Parking Fund revenues will provide \$8,754,610 to support the operating budgets of various departments.
- The City Debt Stabilization Fund will provide \$2,000,000 to cover debt service costs.
- Collaboration between the City and School fiscal staffs once again resulted in a successful School budget process. The City increased property tax support to schools to 7.6%. The School Committee adopted the School Department Budget of \$183,046,445 on April 4, 2017.
- A 2.5% cost of living adjustment for all non-union employees and for those unions with settled contracts, a 0% increase in health insurance, a 0% increase in dental, and a 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.
- The Health Claims Trust Fund is providing \$9,020,000, an increase of \$100,000, to support the health insurance budget.
- An OPEB contribution of \$2,000,000, which is consistent with the FY17 allocation.
- 27 full-time positions have been added to the FY18 Budget to provide appropriate support for the growth in programs throughout the city. New positions include:
 - ❖ Six positions in Public Works: a four-person crew to pick up curbside food scraps as part of the expansion of the organics program citywide, a senior level staff person to support urban forestry initiatives, and a building projects coordinator.

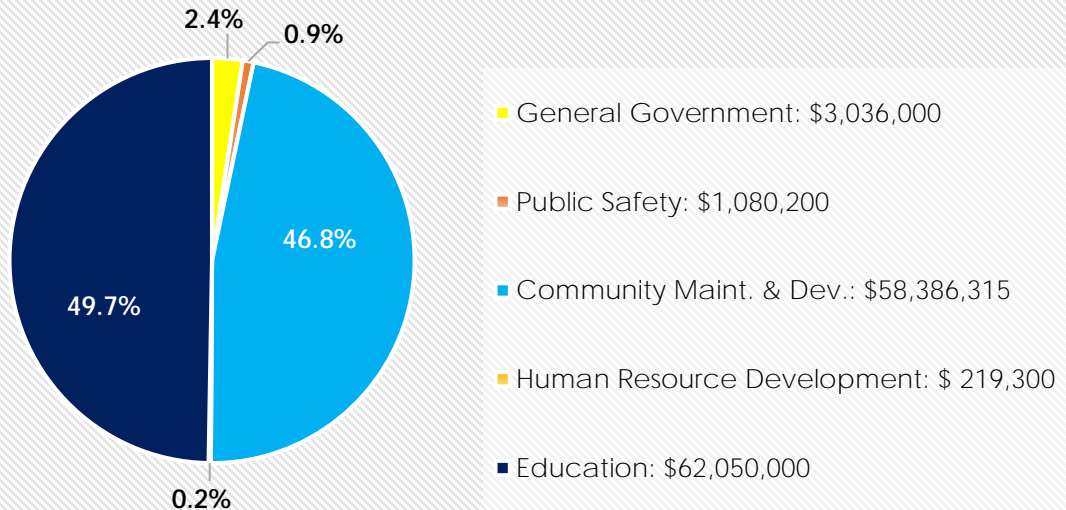
CITY MANAGER'S BUDGET MESSAGE

- ❖ Five positions in Community Development: a second deputy director, an urban designer, two community planners, and a business analyst.
- ❖ Three positions in Human Services: three Community Schools program directors to support increased enrollment.
- ❖ Three positions in Finance: an IT web designer, an IT technology training coordinator, and a construction and sustainable procurement specialist in the Purchasing Department.
- ❖ Four positions in Emergency Communications: a public safety IT manager, a public safety IT director, and two technical support positions.
- ❖ Two positions in Law: an assistant city solicitor and a public records access officer.
- ❖ One position in Arts Council: a community arts administrator.
- ❖ One position in Animal Commission: an animal control officer to extend hours of operation.
- ❖ One position in Traffic, Parking & Transportation: an engineer technician.
- ❖ One position in Library: a manager of innovation and technology.

FY18 CAPITAL FINANCING PLAN BY SOURCE: \$124,771,815



FY18 CAPITAL APPROPRIATION PLAN: \$124,771,815



CITY MANAGER'S BUDGET MESSAGE

The proposed **Capital Budget** of \$124,771,815 includes the following:

- The continuation of sewer and stormwater projects at Alewife (\$6,000,000), Cambridgeport (\$3,000,000), Harvard Square (\$2,625,000), and The Port (\$12,934,000); remedial construction (\$1,000,000), climate change (\$500,000), and capital repairs (\$5,000,000); streets and sidewalks (\$7,089,540); and renovations for the Harvard Square Kiosk and Plaza (\$2,000,000).
- Bond proceeds of \$60,000,000 will be used to fund construction services for the King Open and Cambridge Street Upper Schools & Community Complex. Other school projects include a new roof at the Fletcher Maynard Academy (\$1,500,000) and boiler replacement at the Amigos School (\$500,000).
- A \$6,606,000 Pay-As-You-Go Public Investment allocation, which includes \$2,300,000 in IT projects as part of the IT E-Gov initiative, \$1,600,000 for City Capital projects, \$2,000,000 for the Municipal Facilities Improvement Plan, and \$706,000 for the winning Participatory Budgeting projects. This represents a \$926,000 increase in property taxes from last year.
- In addition to the \$2,000,000 listed above in Pay-As-You-Go, \$5,000,000 will be bonded to fund Phase II of the Municipal Facilities Improvement Plan. This phase will establish a long-term facilities capital plan to address accessibility, building envelope, climate resiliency, energy efficiency, fire and life safety, historic preservation, HVAC, lighting, and mechanical systems.
- Water service charges of \$3,500,000 to cover all water-related capital projects.
- On March 1, 2017, the City sold \$56,545,000 in General Obligation Bonds to finance capital projects such as the King Open and Cambridge Street Upper Schools & Community Complex, sewer reconstruction, street and sidewalk reconstruction, and other municipal and school building renovations. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 2.3%. The \$56,545,000 included \$21,045,000 in sewer bonds. In February, the City sold \$2,000,000 in minibonds to Cambridge residents at a rate of 1.6% for a five-year term.

OUTLOOK

FY16 was another strong year financially for the City. Our sound financial practices have left the City with substantial reserves, including \$202,468,578 in Free Cash, \$168,285,713 in excess levy capacity, \$40,994,946 in Debt Stabilization Fund, \$22,274,872 in Health Claims Trust, \$14,737,582 in Parking Fund Balance, and \$10,338,547 in Water Fund Balance. We anticipate also ending FY17 in a very strong financial position.

The City has used \$34,791,300 in Free Cash to date. Major appropriations include \$9,000,000 to lower the property tax rate, \$1,200,000 for E-Gov IT initiatives, an \$8,000,000 transfer to the Debt Stabilization Fund, \$5,250,000 for construction costs associated with 859 Massachusetts Avenue, \$3,700,000 for the taking of Vail Court, \$3,700,000 for Fire vehicles and equipment, and \$2,875,000 for snowstorm-related expenditures. I anticipate requesting appropriations before year-end to cover municipal and school building security systems, a new customer relationship management system, curbside organics equipment, the Foundry, and the demolition of Vail Court.

CITY MANAGER'S BUDGET MESSAGE

We will continue to use our five-year financial and capital plan, debt and reserve policies, and the City Council goals as guides in our long-term planning to maintain stability and predictability in our budgeting process and adherence to our policies. We must also pay attention to the risk factors the credit rating agencies highlighted, such as material growth in our debt burden, substantial increases in OPEB liabilities, and significantly reducing our reserve levels. 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 bonded projects such as the King Open and Cambridge Street Upper Schools & Community Complex; the Tobin and Vassal Lane Upper Schools; municipal building expansion opportunities; recommendations from citywide planning efforts; the School's Operating Budget due to increased enrollment; and increases related to health insurance, pensions, and collective bargaining agreements. We recognize that not all capital projects are in our five-year plan, but we will continue to review and update the plan to ensure it reflects the needs and priorities of the community.

While overall economic conditions are strong, some uncertainty remains around possible federal and state budget reductions due to our status as a Sanctuary City. The long-term outlook for Cambridge continues to be very strong, which is confirmed by our consistent 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. If we are faced with decreases in state and federal funding, the City will have to make difficult decisions on how community needs are prioritized and to what levels programs are funded.

CONCLUSION

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. 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.

Thank you for placing your trust and confidence in me to lead this great City.

Very truly yours,



Louis A. DePasquale

SIGNIFICANT BUDGET MODIFICATIONS

DEPARTMENT	DESCRIPTION	COST	POSITIONS
GENERAL GOVERNMENT			
CITY COUNCIL	Inaugural Celebration - Supports a biennial allocation for an inaugural celebration in FY18.	\$27,000	
EMPLOYEE BENEFITS	Retirement System contribution increase of 5.85%	\$1,831,094	
EXECUTIVE	Equity and Inclusion: Develop a comprehensive plan to achieve diversity in hiring, retention and promotion policies.	\$100,000	
	Public Information Office (PIO): Intern – To assist with expanding website efforts and additional newsletters.	\$30,188	
	PIO: 2 additional CityView Newsletters – To provide more timely news and information to residents.	\$31,000	
	TOTAL	\$161,188	
FINANCE	Administration: Increase in Audit Expenses – Covers increased auditing expenses associated with a cash audit.	\$29,250	
	IT: Intern – To support Department of Human Service Programs.	\$25,000	
	IT: Staff – 2 positions for increased IT operations & upgrades (Web Designer, and Technology Training Coordinator).	\$261,016	2
	Personnel: Increase Recruitment and Training – For increased recruitment training costs and anticipated specialized recruitment campaigns.	\$50,000	
	Purchasing: Construction and Sustainable Procurement Specialist – To address the growing number of construction bids and design contracts that the Department is handling.	\$116,551	1
	TOTAL	\$940,801	3
LAW	Assistant City Solicitor position – To address growing demands upon the department, which serves over forty City Departments, approximately forty boards and commissions, and the City Council.	\$134,761	1
	Public Records Access Officer – To comply with new state regulations for public records requests.	\$130,457	1
	TOTAL	\$265,218	2
PUBLIC CELEBRATIONS	Community Arts Administrator position – To provide support for large-scale public programming, external fundraising, and outreach and engagement.	\$102,383	1
PUBLIC SAFETY			
ANIMAL COMMISSION	Animal Control Officer – To extend hours to 7p.m. on weekdays and provide additional coverage on weekends.	\$109,458	1
EMERGENCY COMM.	Public Safety Information Technology (PSIT) Training – To provide training funds for PSIT staff.	\$40,000	
	PSIT Staff – Reorganization of the department and additional responsibilities (transferred 2 Fire, and 3 Police	\$625,422	4

SIGNIFICANT BUDGET MODIFICATIONS









	positions; and added an Asst. Director, Manager, and 2 Tech Support positions).		
	TOTAL	\$1,540,000	4
FIRE	Overtime – To provide funding for expected overtime costs due to ratification of new CBA for Local 30 IAFF and account for the amount of personnel on long term injury leave.	\$229,855	
	Bunker Gear replacement program – Provide funding for the replacement of protective clothing in accordance with NFPA standards.	\$35,000	
	TOTAL	\$264,855	
TRAFFIC, PARKING & TRANSPORTATION	Bike lanes, pavement markings, and pedestrian crosswalks – To provide funding for additional bike lanes and the maintenance of pavement markings and pedestrian crosswalks.	\$220,000	
	Traffic studies for intersections – To provide funding to hire professional service consultants to conduct studies in order to make Inman and Porter Squares safer for pedestrians, bicyclists, and motorists.	\$80,000	
	Vision Zero Campaign – To fund changes in roadway design and operation as well as public engagement and education about traffic rules and regulations.	\$50,000	
	Engineer Technician – To assist with inspection and contractor supervision.	\$105,900	1
	TOTAL	\$455,900	1
COMMUNITY MAINTENANCE & DEVELOPMENT			
COMMUNITY DEVELOPMENT	Climate Change Preparedness – Provide funding for initiatives associated with land use, buildings, and community resilience.	\$57,500	
	Elite Rental Stock Monitoring – To provide funding for monitoring rental housing and homebuyer web services and support new on-line tracking of applications for affordable and inclusionary housing.	\$27,500	
	Planning and Zoning Petition Review Consultant – To hire consultants to support requests and petitions that require study outside of department’s work plan.	\$50,000	
	CDD staff – For additional CDD programming (Deputy Director, Contract Planner, Urban Designer, Project Planner, and Business Analyst).	\$556,195	5
	TOTAL	\$691,195	5
DEBT SERVICE	Bond sale and related expenses – For the associated costs with the sale of minibonds.	\$50,000	
	Increase in debt payments per debt schedule	\$4,120,514	
	TOTAL	\$4,170,514	

SIGNIFICANT BUDGET MODIFICATIONS

PUBLIC WORKS	Safety Training – For additional consulting services and training to safety-sensitive City Departments in order to implement required DLS safety practices and procedures.	\$40,000	
	Office Space – Provide funding for the rental of up to 10 office spaces.	\$66,000	
	Curbside Organics Expansion – In preparation for expanding curbside organics citywide, 4 laborer positions will be added.	\$408,884	4
	Assistant Arborist position – To address the urban canopy. This position will be responsible for the installation and maintenance of public trees.	\$124,700	1
	Business Recycling – To launch a small business curbside recycling program free of charge for businesses that employ less than 50 people in Cambridge.	\$100,000	
	Building Projects Coordinator – To oversee City construction projects.	\$114,668	1
	TOTAL	\$854,252	6
WATER	Debt Service payments decreased (payoff in FY20)	(\$121,000)	
HUMAN RESOURCE DEVELOPMENT			
HUMAN SERVICES	3 Community School Teachers – To fund 3 Program Directors to address the increasing size of programs because of increased school enrollment.	\$216,852	3
	Homeless Warming Shelter – A winter warming center for homeless individuals in Cambridge.	\$250,000	
	TOTAL	\$466,852	3
LIBRARY	Manager of Innovation and Technology – To assist with the development and use of technology in to improve operations.	\$131,480	1
EDUCATION			
SCHOOL	Increase is 5.9%	\$10,252,465	
INTERGOVERNMENTAL			
CHERRY SHEET	Based on FY17 Cherry Sheet	\$826,315	
MWRA	Increase in MWRA's allocation	\$1,053,682	
TOTAL		\$24,023,652	27

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. Foster Community and support Neighborhood Vitality. 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 Strong Fiscal Position and awareness of the Impact on Taxpayers while providing a high quality array of City services.</p>
	<p>3. Strengthen and support Human Services, Public Education, and Out of School Learning in Cambridge for the benefit of residents of all ages.</p>
	<p>4. Value and support the racial, socio-economic, cultural, and religious Diversity of our city.</p>
	<p>5. Promote Public Safety and address the challenges and opportunities for multiple modes of Transportation to safely share roads and sidewalks.</p>
	<p>6. Promote a Healthy Community and Environment to advance Cambridge as a leader in public health and environmental sustainability.</p>
	<p>7. Preserve and create Affordable Housing across the City for low, moderate, and middle-income families and other residents.</p>
	<p>8. Promote Doing Business in Cambridge 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. Through affordable housing development, the preservation of existing affordable housing, recent amendments to the City's inclusionary housing provisions, homeownership assistance, and other programs, the City has a multifaceted approach to affordable housing.



Through FY17, the City has appropriated more than \$134M for affordable housing initiatives. These funds have been used to create more than 1,700 affordable units to date. In FY18, the City budget includes \$2.8M in capital funds to be appropriated to the Affordable Housing Trust. The funds will supplement FY18 Community Preservation Act (CPA) and federal funding and will allow the City and its affordable housing partners to continue to advance an ambitious affordable housing agenda.

FY17 and FY18 initiatives to create and preserve affordable housing include:

- Concord Highlands: 98 new units of mixed-income affordable housing will be created at 671-675 Concord Avenue.
- Porter Square: CPA funds were used to finance the acquisition of 1791 Massachusetts Ave in 2016 and plans for an all-affordable development are being developed.
- Vail Court: The City acquired this property in FY17. Plans for future use will be advanced in FY18 with affordable housing identified as an optimal use of the property.
- Successful efforts at eight properties with expiring restrictions have preserved and expanded affordability at more than 550 units since 2011. Planning for the preservation of affordability at the 504-unit Fresh Pond Apartments and 106 affordable units at the George Close Building and Linwood Court is underway.
- 976 units have been completed or approved pending construction under the City's Inclusionary Housing provisions. In FY18, Cambridge will reach the 1,000-unit milestone. Expanding the set-aside of affordable housing in new residential buildings to 20% of the net building floor area will produce more affordable housing, and more units that are appropriate for families.
- The City now oversees more than 500 affordable homes. Over 75 residents purchased their homes with assistance from the City in the last five years, and more than 325 residents have purchased a City-assisted affordable home in the last decade. The launch of Homebridge, an initiative that provides direct funding assistance for purchasing a home, will include a pilot effort to serve households earning up to 120% of area median income and provide support to middle-income households.

KEY INITIATIVES

BUSINESS DISTRICTS

By offering an array of programs and direct assistance, the City seeks to keep Cambridge’s commercial districts vibrant and accessible for all Cambridge residents, businesses, employees, and visitors.

- **Retail Strategy Plan:** In FY18, the Community Development Department (CDD) will implement recommendations resulting from CDD’s FY17 work with a retail strategy consultant to develop best practice policies and programs to support and enhance the retail environment in Cambridge. The recommendations include short and long-term strategies to address key areas such as unmet retail needs identified in the process, actions and best practices to enhance marketability and visibility, appropriate tenant mix for commercial districts, and municipal capacity for advancing retail initiatives.
- **Small Business Challenge:** In FY18, the City will expand the Small Business Challenge,



successfully piloted in FY17, to provide one-time grants of \$1K to business applicants proposing projects to invigorate commercial areas and business districts. The Challenge expands opportunities for businesses to collaborate with CDD, Cambridge Office of Tourism, Cambridge Arts Council, and other City departments to bring positive benefits to businesses, residents, and visitors alike.

- **Storefront Improvement Program & Small Business Enhancement:** In FY17, the City’s Storefront Improvement Program was recognized as a Semifinalist for the Harvard Kennedy School’s Innovations in American Government Awards, which recognize and promote excellence and creativity in the public sector. In FY17, the ratio of public to private investment for storefront improvement was \$1 of public money for every \$3.84 of private money reinvested for the public good. Similarly, the block grant-funded Small Business Enhancement and Retail Interior Accessibility programs have been tailored to support the needs of qualified recipients by facilitating training, consultations, and implementation of recommendations for physical and operational improvements.

CAMBRIDGE HOARDING COALITION

Over the past five years, Cambridge Council on Aging staff have convened the Cambridge Hoarding Coalition (CHC) to provide community education, training for service providers, and resources for clients, providers, and the community. The CHC is a group of City, nonprofit, and private agencies working together to approach this difficult problem. CHC members include the Human Services, Police, Fire, Inspectional, and Public Health Departments, as well as other senior housing and service providers. The CHC has increased the number of professionals using evidence-based practices to identify and intervene in hoarding situations.



KEY INITIATIVES

CITY MANAGER ADVISORY COMMITTEE

Cambridge strives to make community input a vital component of the decision-making process by engaging and involving many different stakeholders. The new City Manager's Advisory Committee – which serves in an advisory role to the City Manager - will meet at least quarterly to discuss issues happening in the city, develop working relationships, work with organizations, bring different opinions to the table, and work to resolve problems in advance.

Members serving on the Committee are broadly representative of many backgrounds including: small/local business community, large business community, non-profit community, neighborhood associations, higher education, arts community, primary/secondary education, public health and human services, housing advocacy, faith community, new immigrant/under-represented communities, youth community, senior community, LGBTQ+ community, and mobility community (bike/transit/pedestrian).

COMMISSION ON IMMIGRANT RIGHTS & CITIZENSHIP

The Commission on Immigrant Rights & Citizenship (CIRC) was formed in August 2016 and consists of 11 volunteer Commissioners who are themselves immigrants or who work in immigration legal or social services organizations. CIRC is developing a needs assessment to identify the unmet needs pertaining to immigrant legal rights, citizenship, and connection to City services and local resources. The FY18 Budget includes funds for an Outreach and Referral Specialist, translation costs equipment, and outreach and informational materials. The City remains committed to remaining a Sanctuary City and providing services and support to all members of the Cambridge community. CIRC will serve as a further resource to connect immigrants with City services.



COMMUNITY ENGAGEMENT

The City is committed to providing underserved Cambridge families with the support they need to thrive and to help them overcome obstacles in accessing services. Through the Agenda for Children Literacy Initiative, Center for Families, and Community Engagement Team, the City successfully connects families to local resources by making a conscious effort to hire, train, and provide leadership development to multicultural outreach workers from the community. The City will continue to use proactive engagement and expansion of community outreach through a door-to-door approach to reach vulnerable populations and build trusting relationships within the community. The City has made a particular effort to reach out to immigrant families, American-born black families, families with low incomes, and fathers.

KEY INITIATIVES

COMMUNITY LEARNING CENTER TRAINING OPPORTUNITIES

In addition to serving hundreds of adult learners in its many English for Speakers of Other Languages (ESOL) and basic education classes, the Community Learning Center (CLC) received grant funding to support three new programs focused on building the occupational skills of students to increase their employability and earning potential. CLC and Massachusetts Institute of Technology’s Division of Comparative Medicine are working together to offer a workplace ESOL class for animal care technicians. The ESOL course supports students in acquiring English language skills and in developing their academic and study skills in preparation for the first level of the American Association for Laboratory Animal Science certification exam. The CLC is also partnering with the Academy for Healthcare Training to offer Home Health Aide/Certified Nurse Assistant training integrated with ESOL. All graduates of the first cycle of training passed the state exam and many were offered positions and are beginning their careers in health care at Spaulding Hospital Cambridge.



COMMUNITY NEEDS ASSESSMENT

In FY17, the City’s comprehensive Community Needs Assessment Report relative to the Community Benefits Ordinance (Municipal Ordinance #1375 adopted on December 21, 2015) was submitted to the City Council. The Assessment aimed to gain an in-depth understanding of the community’s most pressing needs and service gaps to enable the City Council to make informed decisions in establishing broad funding priorities for the Community Benefits Stabilization Fund. The priorities established by the Council will be used by the Community Benefits Advisory Committee to solicit and evaluate applications from the nonprofit community for services tied to the City Council’s funding priorities. Once funding priorities are established, the City Manager will appropriate funding from the Community Benefits Funds. These funds are pledged to the City through zoning amendments and agreements with developers to benefit Cambridge residents. The City has received \$7.4M to date.



KEY INITIATIVES

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 2001, 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 FY17, the City has appropriated/reserved a total of \$167.7M for CPA projects, including \$134.2M for affordable housing initiatives, \$16.7M for historical preservation projects, and \$16.7M for open space projects. To date, the City has allocated \$48.7M in state matching funds, \$99.8M from local surcharges, and \$19.1M from the CPA Fund Balance.

In September 2016, 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 FY17 CPA funding was \$12.7M. All funds allocated for affordable housing are appropriated and managed through the Cambridge Affordable Housing Trust.

FY17 historical preservation projects include improvements at Magazine Beach and Lowell Park; repair of Brattle Street's bluestone sidewalks; ongoing restoration of the Old Burying Ground; preservation, photocopying, and rebinding of Cambridge City Directories from 1846-1972; continuing improvements to the City Clerk's vaults; and the Historical Commission's Preservation Grant Program. Preservation grants help housing agencies, low-income homeowners, and nonprofit institutions repair and restore their historic properties in Cambridge.

In FY18, CPA funded open space projects will include renovations to Sacramento Field and to the play areas of the Morse and Amigos schools. The design process will also begin for the Clarendon Avenue playground and the Graham and Parks School playground.

CUSTOMER RELATIONSHIP MANAGEMENT PROGRAM

The City is launching a new 311/Customer Relationship Management (CRM) program that will focus on improving the quality and timeliness of responses to requests for information and non-emergency services. In FY17, a 311/Customer Relationship Program Manager was hired by the Executive Office to manage the initial implementation of the program and its ongoing support. In the long term, the program will utilize an enterprise CRM system to manage the City's communication with members of the community. The 311/CRM program will also focus on improving outreach and communications from the City by using targeted and coordinated campaigns across all communication channels.

Through its engagement with Bloomberg Philanthropies' *What Works Cities* initiative, the City is also receiving technical assistance from Harvard University's Government Performance Lab on producing a results-driven CRM request for proposal.

KEY INITIATIVES

DOMESTIC & GENDER-BASED VIOLENCE PREVENTION INITIATIVE

The Domestic and Gender-Based Violence Prevention Initiative (DGVPI) and Transition House are collaborating to hold citywide trainings on domestic violence (DV), with expert speakers from the Cambridge Police Department focusing on rights of victims, police response and advocacy. In FY18, the DGVPI will deepen outreach and training efforts throughout Cambridge in two key areas: enabling men to engage youth in violence prevention strategies and integrating an intersectional and anti-oppression framework into outreach.



Mending Cambridge is a men’s engagement group that formed in 2016 with a commitment to engage men in ending gender-based violence. Group members have received basic education on domestic violence and have worked to raise awareness of men’s roles in ending abuse. In FY18, Mending Cambridge will ramp up its efforts by going through a train-the-trainer course. Members will then bring the training they receive to youth in the community. \$3K will be used to cover the cost of the trainer as well as necessary materials and food for youth-focused workshops.

The DV Steering Committee will continue to discuss privilege, oppression, and bias in regards to domestic and gender-based violence prevention. In FY18, \$3K will be used to cover the costs of an expert consultant to guide the DV Steering Committee to develop deeper insights into how to partner with and conduct outreach in various communities in a way that is not offensive or unintentionally harmful.



ENVISION CAMBRIDGE

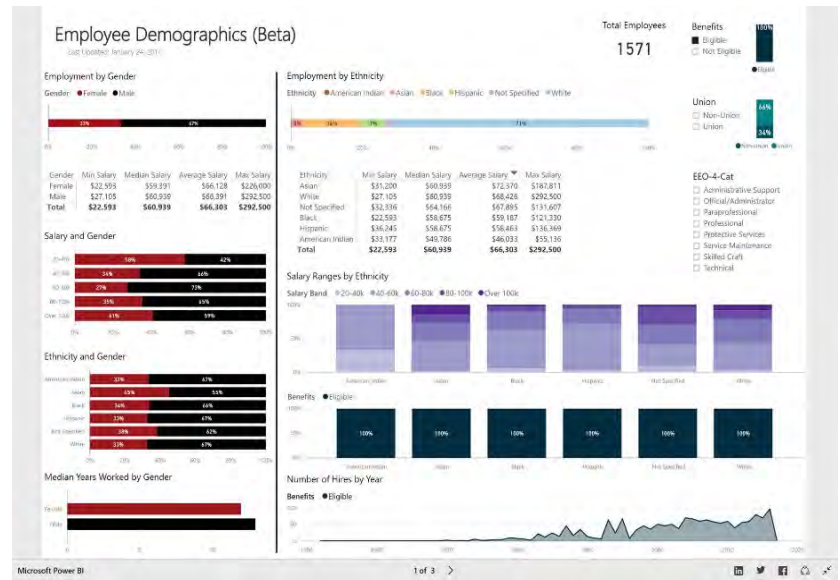
In FY17, CDD completed the first phase of Envision Cambridge, the City’s comprehensive planning process to create a shared vision for the future and develop actionable recommendations to guide change in the city. During the first phase, Envision Cambridge identified issues and opportunities facing the city, crafted a vision statement, and identified six core values shared by the community: livability, diversity and equity, learning, community health and wellbeing, economic opportunity, and sustainability and resilience.

The ongoing second phase is a public conversation about how to guide future change. Goals, targets, and strategies will be developed for each of the six focus areas to help realize our shared vision. City staff will continue to engage the public through a wide range of outreach approaches, including workshops, focus groups, street team activities, and surveys. In FY18, the City expects to complete phase two and initiate the final stage of developing actionable recommendations. Draft recommendations for the Alewife component of Envision Cambridge will be developed by the end of FY17 and finalized in early FY18.

KEY INITIATIVES

EQUITY & INCLUSION DASHBOARDS

As part of Cambridge's partnership with *What Works Cities*, the City launched two new dashboards: an equity and inclusion dashboard and a pay equity comparison tool. Like many cities across the nation, Cambridge leadership is committed to ensuring that the composition of municipal staff is reflective of the community's diversity. With guidance from the *What Works Cities* team, the City Manager's Office, Personnel Department, and the Open Data Program developed a dashboard that allows City leaders and the public to explore employee demographics and median budgeted base wage salary by gender and ethnicity. The information gleaned from these visualizations and analysis will better amplify any inequalities and support the need for potential solutions. Outcomes will ensure diversity exists in the pipeline for future City staff and leaders.



Additionally, in collaboration with the Mayor's Office, the City developed a pay equity comparison tool that displays the City's budgeted base wage data in an easily accessible way so that anyone can explore it. This tool will evolve as the Mayor's Equal Pay Initiative continues its work on eliminating gender wage disparities in the public and private sector workforces.

flow . . . A GRANT PROGRAM FOR THE PORT

Calling all individuals, collaborative groups, organizations, artists, businesses, youth, or schools who have an idea for a community-building public project for The Port neighborhood that places the arts in a central role.

The map shows the Port area in Cambridge, Massachusetts, bounded by the harbor and the city limits, with surrounding areas like Arlington, Medford, Everett, Somerville, and Boston labeled.

FLOW: A GRANT PROGRAM FOR THE PORT

As part of The Port Infrastructure Project being conducted by the City over the next several years, \$300K of art funds are being used for a special one-time grant program entitled *FLOW: A Grant Program for The Port*. Partnering closely with the Community Art Center, Cambridge Arts developed *FLOW* through meetings with the community during fall 2016. Final selections will be made in early summer 2017 and all projects will be implemented between 2017 and 2021. This unique

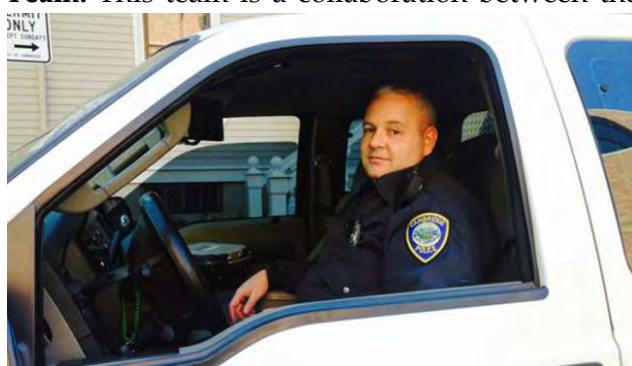
project is designed with the following goals:

- To inspire and support the creation of new artistic and cultural projects that exhibit the cultural, social, historical, political, and physical attributes of The Port neighborhood.
- To encourage cross-sector partnerships that set examples of how the arts can play an important role in civic life.
- To build strength in the community through training in proposal development and project planning.

KEY INITIATIVES

HOMELESS ENGAGEMENT & OUTREACH

- **Homeless Warming Shelter:** The FY18 Budget includes \$250K for a winter warming center designed to help homeless individuals in Cambridge who are not accessing the shelter system to stay safe and warm overnight during the winter. Over the past two years, the City Council, the City Council's Human Services & Veterans Committee, Police and DHSP staff, and community providers have identified the need for additional services for individuals in Cambridge who are not able to stay overnight in existing shelters. A warming center would provide a hot meal, a safe place to rest, and shelter from inclement weather. Development of this winter resource aligns with the City's new Coordinated Access Network, which uses a standardized assessment to target housing resources for highly vulnerable homeless clients. DHSP staff will coordinate the process to find a program operator and locate appropriate space for the warming center.
- **Multi-Disciplinary Homeless Street Outreach Team:** This team is a collaboration between the Police Department, Healthcare for the Homeless, Pro EMS, Elliot Community Care, On the Rise, Cambridge Veteran's Services, Cambridge and Somerville Program for Alcoholism and Drug Abuse Rehabilitation, First Step, Youth on Fire, and Roxbury Youth Works. The team works to identify and engage with high risk individuals with low levels of service utilization to monitor the wellbeing of these individuals and intervene before a crisis occurs. The team also identifies low risk individuals with a history of high service utilization to triage their needs and reduce the likelihood of a visit to the emergency room. The team conducts street outreach every Wednesday throughout Cambridge. During FY17, the team conducted over 1,000 hours of street outreach and monitored and engaged with over 110 chronically homeless individuals.
- **Homeless Court:** During FY17, the Cambridge Police Department played an integral role in establishing the Homeless Court, which is a special alternative court session that aims to address the underlying issues that drive homelessness, such as substance abuse and mental health challenges. The Homeless Court meets monthly and is an important partnership between the Police Department, probation workers, public defenders, prosecutors, and service providers. The sessions help participants overcome legal barriers that impede recovery and stability.



IDENTITY, RELATIONSHIPS, AND MEDIA RESOURCE GUIDE

Responding to the requests of youth-serving departments and organizations in the city, the Cambridge Women's Commission developed a basic curriculum to address gender and gender stereotypes through the lens of identity, relationships, and the media for middle and high school age youth. In order to build a more resilient, healthy Cambridge, many youth-serving organizations have taken on the responsibility of meeting the social and emotional needs of youth in their programs, leading them to discuss difficult social issues that affect their youth, such as race, gender, sexuality, and abuse. Recognizing that identity is intersectional and complex, the Commission emphasized a holistic approach for each one of the activities. The curriculum also includes a section devoted to gender-focused programs in Cambridge as well as additional resources for youth workers and for youth.

KEY INITIATIVES

INNOVATING CITY MANAGEMENT WITH INFORMATION TECHNOLOGY

Since FY15, the City has invested over \$10M through the Information Technology Department (ITD) in support of projects that have enhanced the delivery of City services and increased innovation. Examples of some of the key projects include: implementation of online permitting, launch of the new City website in FY17, upgrading of a myriad of core infrastructure, and strengthening City cybersecurity.

In FY18, the City will invest another \$2.3M through approved E-Gov projects. Funds will be used to implement a multitude of projects that include expanding the online permitting service for the License and Traffic Departments; hiring of an audiovisual technician to upgrade City Hall systems and develop upgrade strategies for other public meeting spaces; a large-scale document management project that will reduce the use of paper, establish interdepartmental workflows, and make documents and physical records more readily accessible; and implementing new technology for building security. More details on these projects can be found in the Public Investment Section.



INVESTING IN EARLY CHILDHOOD PROGRAMS

In FY16, the City Manager's Early Childhood Task Force report, *Starting Early, Addressing the Opportunity and Achievement Gap in Cambridge*, laid out a vision and guiding principles for developing affordable high quality early education and care in the City. As part of our commitment to building a comprehensive early childhood system, the City is investing an additional \$1M in FY18 for a total of \$2.3M for the Birth to Grade 3 partnership. A collaboration between the City's Early Childhood Director and Quality Specialist, the Early Childhood Steering Committee, and three subcommittees has resulted in the development of a pilot scholarship program promoting access to high quality community programs for three and four-year-olds from low-income families, as well as an intensive quality improvement system designed to help community preschool programs improve their quality rating scores. Further priorities also include professional development

workshops and trainings for early childhood providers and enhancing transitions between early childhood programs and Cambridge Public Schools.

LIBRARY 3-D MODELING PROGRAM: FOSTERING STEAM LEARNING

Public libraries across the United States are undergoing transformations to help residents learn new skills to flourish in the creative and knowledge economy. The Cambridge Public Library has an important part to play in fostering and making available science, technology, engineering, arts, and math (STEAM) and information literacy learning for all Cambridge residents. The Library is assessing its readiness to support STEAM learning and patron technology offerings and in FY17-18 will pilot a 3-D modeling curriculum for teens in partnership with the Rotary Club, Friends of the Cambridge Public Library, area schools, and InnovatorsforPurpose.

KEY INITIATIVES



LIBRARY CARD & GRADE SCHOOL READING INITIATIVE

The Library is working with the Cambridge Public Schools and the Mayor's Office on a national library card initiative to increase library card signups from 40% of kindergarteners to close to 100% with an improved process. An additional partnership between the Library, Cambridge Housing Authority (CHA), DHSP, and the Public Health Department will provide library outreach and enhance library services to school children living in CHA properties and affordable housing. Planning is currently underway for library programs to take place at CHA sites and in conjunction with afterschool programs at the Central Square Branch Library starting this summer.

MINIBOND ISSUANCE

In February 2017, the City held its first minibond sale to encourage residents to directly invest in Cambridge infrastructure. Residents could purchase minibonds in denominations of \$1,000 for a maximum total investment of \$20,000. The City's \$2M in minibonds sold out in six days. 244 residents submitted orders (230 were fulfilled), with a median submitted order of \$5,000 and an average submitted order of \$8,586. The City will use proceeds from the minibond issuance to support capital projects such as school building renovations, municipal facility upgrades, and implementation of the Complete Streets plan. The City plans to issue minibonds annually and will increase the amount of minibonds available for purchase in FY18.



MUNICIPAL FACILITIES IMPROVEMENT PLAN

The goal of the Municipal Facilities Improvement Plan (MFIP) is for the City to provide and maintain high-performance buildings for staff, the public, and the environment. The City has invested \$15M in previous years and plans to allocate \$27M in MFIP funding over the next five years. Phase I included the evaluation and prioritization of 42 buildings for capital improvements in areas such as accessibility, climate resilience, energy and environment, building envelope, fire and life safety, historic preservation, HVAC, lighting, and mechanical systems.

Phase II of the MFIP will establish a long-term facilities capital plan with associated budget estimates, financing options, policies and standards for design and construction, as well as the establishment of a 2030 municipal greenhouse gas reduction goal. FY18 MFIP projects include: improvements to the Inman Square, Taylor Square, and East Cambridge fire houses amongst other fire houses, along with projects at the Main Library, Healy Public Safety building, and the Electrical Department shop at Third and Gore Street. Recommended fire safety, energy conservation, and accessibility upgrades will also be performed at a number of other locations. The MFIP budget allocation will also supplement design and construction of photovoltaics at the Main Library, which was funded through Participatory Budgeting.

KEY INITIATIVES

OFFICE OF COLLEGE SUCCESS

The Office of College Success leads the College Success Initiative (CSI), a collaboration between the Department of Human Service Programs, community-based organizations, Cambridge Public Schools, and institutions of higher education 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, although enrolling in college, were not successfully graduating and earning a credential. CSI also supports adult education and alternative education students through the Community Learning Center and Just-A-Start YouthBuild. The Initiative has four main goals: to coordinate efforts among partners working on college access and success, to promote college readiness for low-income students to prepare them for the academic challenges of post-secondary education, to provide students and families with resources and information about college and financial aid planning in culturally relevant ways, and to provide campus-based coaching supports to students enrolled at Bunker Hill Community College and UMass Boston.



OPEN SPACE NETWORK

Integrating the work of the Healthy Parks and Playgrounds Task Force that focused on the broad community of park users, the City is working with design consultants to develop designs for three new public open spaces in eastern Cambridge: Binney Street Park, Rogers Street Park, and Triangle Park. Together, they will appeal to the area's full range of users, with features including unique playgrounds for children, a variety of shaded seating spaces, and off-leash dog opportunities. The design also includes green infrastructure and new trees and other plantings. Construction on the three parks is anticipated to begin in FY18.

The City continues to plan for the Grand Junction Greenway, a multi-use path along the railroad right of way that incorporates the vision of enhanced use of the corridor. In FY17, the first segment of the path, between Main and Broadway, opened as part of the Grand Junction Park. The Watertown-Cambridge Greenway is an effort to create a segment of multi-use pathway and greenway, the last missing piece in a regional connection between the Charles River and the Minuteman Path. The state is working to finalize construction funding, which could be secured as early as summer 2017 for construction beginning in the fall.

OPIOID INTERVENTION

The Cambridge Police Department has implemented a strategy to combat the opioid epidemic with both intervention and coaching services established within the community. The Department is collaborating with community partners to reduce the number of opiate overdoses by educating, empowering, and motivating families through problem solving and managing addiction; partnering with community stakeholders to aid in the process of recovery; providing resources and options for inpatient and outpatient services; reducing the stigma associated with addiction; and instilling a focused treatment approach.

KEY INITIATIVES



PARTICIPATORY BUDGETING

In FY18, the City will implement the seven winning projects from the third Participatory Budgeting (PB) process, which include solar panels on the Main Library roof, flashing pedestrian lights at six crosswalks, solar-powered bus tracking displays at 10 high-use bus stops, kinetic energy tiles at Cambridge Rindge and Latin School and Harvard Square, four water bottle fill stations, upgrades to the Moore Youth Center, and the commissioning of murals and street art in various parts of Cambridge. More details on these projects can be found in the Public Investment Section and at pb.cambridgema.gov. In FY18, the City will launch its fourth annual PB process in which residents will decide how to spend \$800K of the City's FY19 capital budget. Idea collection will take place from June 1 - July 31, 2017 and voting will be held from December 2-8, 2017.

THE PORT PROJECT

Over the next five years, the City will spend over \$35M on sewer, drainage, water, street, and sidewalk improvements in The Port. This neighborhood has experienced significant flooding in the past and the City's assessment on climate change vulnerability has shown the risk of flooding is increasing over time. In order to significantly reduce the frequency of future flooding, the City will construct two underground stormwater storage tanks to capture stormwater, which will then be pumped away from The Port to the Charles River via a storm pipe along Massachusetts Avenue. Construction of the first stormwater tank in Parking Lot 6 on Bishop Allen Drive will begin in summer 2017.



PUBLIC SAFETY INFORMATION TECHNOLOGY TEAM

In FY18, the Emergency Communications Department will assume oversight of the new Public Safety Information Technology (PSIT) unit, which consolidates the IT professionals and technical resources that build and maintain critical computer and communications infrastructure for the Emergency Communications, Fire, and Police Departments. PSIT is a high performance team that provides centralized technology services to approximately 700 public safety users in over 10 locations throughout Cambridge. PSIT is also tasked with radio maintenance, critical systems upkeep, and security of public safety facilities. The reorganization aims to improve the use of technology in day-to-day public safety operations and enhance customer service to City departments and the public. The FY18 budget for PSIT operations is \$1.8M, including personnel and funding for equipment from Police and Fire.

KEY INITIATIVES

REGIONAL CRITICAL INCIDENT STRESS MANAGEMENT TEAM

In collaboration with seven neighboring police departments, the Cambridge Police Department (CPD) created a Regional Critical Incident Stress Management (CISM) Team. Members of the Regional CISM team serve as peer support officers to assist participating communities in responding to major critical events and those that affect members of the CPD collectively. This team of volunteers participates when available to debrief and provide whatever support is necessary to fellow police officers in the aftermath of critical incidents. Preparing for the aftermath of critical incidents and the impact on officers' individual and collective emotional wellbeing is one proactive approach CPD is taking to help its officers be more resilient.



SMART METERS

In FY18, the Traffic, Parking & Transportation Department (TPT) will implement a pilot program to replace conventional street meters with smart meters, as well as expand the pay-by-phone program citywide. Improved parking meter technology will provide improved customer service, with more payment choices, better data on parking utilization, and more dynamic management of the parking supply.

STEAM INITIATIVE

Launched in 2016, the Science, Technology, Engineering, Art and Design, and Math (STEAM) Initiative is working to coordinate and expand STEAM learning experiences to ensure that students, particularly underrepresented students, can develop the knowledge and skills necessary to be successful citizens in a rapidly changing world and access the STEAM careers driving our local and regional economies. The initiative brings together human services, the public schools, community-based organizations, higher education and business partners, to build a system that fosters equity and access so all students can participate in quality STEAM learning experiences. Engaging families in neighborhood-based STEAM events with fun, hands on activities, is one of many strategies to foster awareness of the importance of STEAM literacy and connect families to programs and opportunities.



KEY INITIATIVES

SUPPORTING & APPRECIATING VETERANS

- **Veterans Appreciation Week:** After the success of the Veterans’ Appreciation Day in FY17, the Veterans’ Services Department will extend the event from one day to one week in FY18. Veterans’ Appreciation Week will feature restorative therapy services, crafts, and workshops at the Veterans’ Life and Recreation Center. In FY18, the Department will also host the City’s first Veterans’ Day Town Hall at the Main Library after the traditional morning Veterans’ Day Observance. The Town Hall will help bridge the civil-military gap in our community by creating a forum for veterans of all generations to gather and share their unique experiences. This approach is inspired by Native American traditions of warrior storytelling.
- **A Veteran in the Workplace:** In FY18, the Veterans’ Services Department will organize paired supervisor workshops and Veteran staff discussions for City departments. The workshops will aid the City in maximizing the significant assets that veterans bring to our workforce, minimize the obstacles they may face, and facilitate a welcoming environment for the City’s new hires and existing veteran staff members.
- **Expedited Veterans’ Services:** The Veterans’ Services Department, in addition to fulfilling the state mandate to Cambridge resident veterans and their dependents, will initiate expedited veterans’ services for all City staff regardless of what city they reside in. The City will be able to assist with acquiring U.S. Department of Veterans Affairs documents, providing guidance on available federal or state benefits and services, and more. For Chapter 115 benefits, the City will offer referral services to the Veterans’ Service Officer in any city or town in Massachusetts where a City employee may reside.



SUSTAINABILITY

CLIMATE CHANGE PREPAREDNESS

The City completed Part II of its first Climate Change Vulnerability Assessment in FY17. The science-based assessment led to the development of the City’s Climate Change Preparedness and Resilience Plan, which will recommend strategies to increase Cambridge’s preparedness and resilience in terms of public health and safety, buildings and infrastructure, the economy, and regional systems. The full plan, which is being coordinated with the Envision Cambridge process, is scheduled to be completed by the end of FY18. Cambridge is also collaborating on climate change issues regionally through the 14-member Metro Mayors Climate Change Preparedness Task Force.

The City’s Climate Protection Plan will be updated in FY18 following completion of a community greenhouse gas (GHG) inventory in FY17. Per our commitment to the Compact of Mayors, the Climate Action Plan will describe how the City will deliver on its commitment to reduce GHG emissions across the entire City. The City is developing a web-based Sustainability Dashboard to allow the public to visualize key indicators that demonstrate progress toward climate goals.



KEY INITIATIVES

SUSTAINABILITY COMPACT

In FY17, members of the Cambridge Compact for a Sustainable Future adopted a new strategic plan, concluding an eight-month planning process. The Compact, founded in 2013 by the City, Harvard, and MIT, is a community partnership of businesses, nonprofits, city government, and universities where members leverage their combined resources to address environmental challenges. The three-year plan is focused on advancing sustainability in Cambridge through education, research, outreach, and advocacy in five key areas: GHG inventories, building energy, climate resiliency and adaptation, renewable energy, and sustainable transportation. Activities extending into FY18 include:



- Establishment of a working group to assist progress toward the City's goal to achieve net zero labs for new construction by 2030 and determine best practices on energy management for labs.
- An initiative to inventory member procurement practices for renewable energy assets, identify related needs, and catalyze local research to inform work in this area.

MULTIFAMILY ENERGY EFFICIENCY & SOLAR PROGRAM

As part of ongoing work to help residents save energy and money, the City is working on a comprehensive energy efficiency and solar program for multifamily buildings to address the inherent complexities in energy systems, decision-making structures, and financial incentives. The City is partnering with Eversource and MassSave on a streamlined pilot that offers a no-cost energy audit and solar assessment to buildings with 5-49 units. Owners will receive City guidance in identifying the appropriate solar and upgrade options for their buildings.

RENEWABLE ENERGY SUPPLY

As part of the Net Zero Action Plan, the City is pursuing a number of initiatives to increase the proportion of carbon-free energy serving Cambridge residents, municipal buildings, and the community as a whole. The Low Carbon Energy Supply Strategy study, which explores a range of potential approaches to decarbonization, will conclude in fall 2017 and will offer a comprehensive set of renewable energy strategies to meet the energy needs of buildings in all of Cambridge's neighborhoods. The City is collaborating with the Carbon Neutral Cities Alliance to study electrification and other strategies. In addition, the City is pursuing a 100% renewable energy electricity supply for the municipality and has identified a prioritized framework of goals to evaluate potential renewable energy project opportunities.



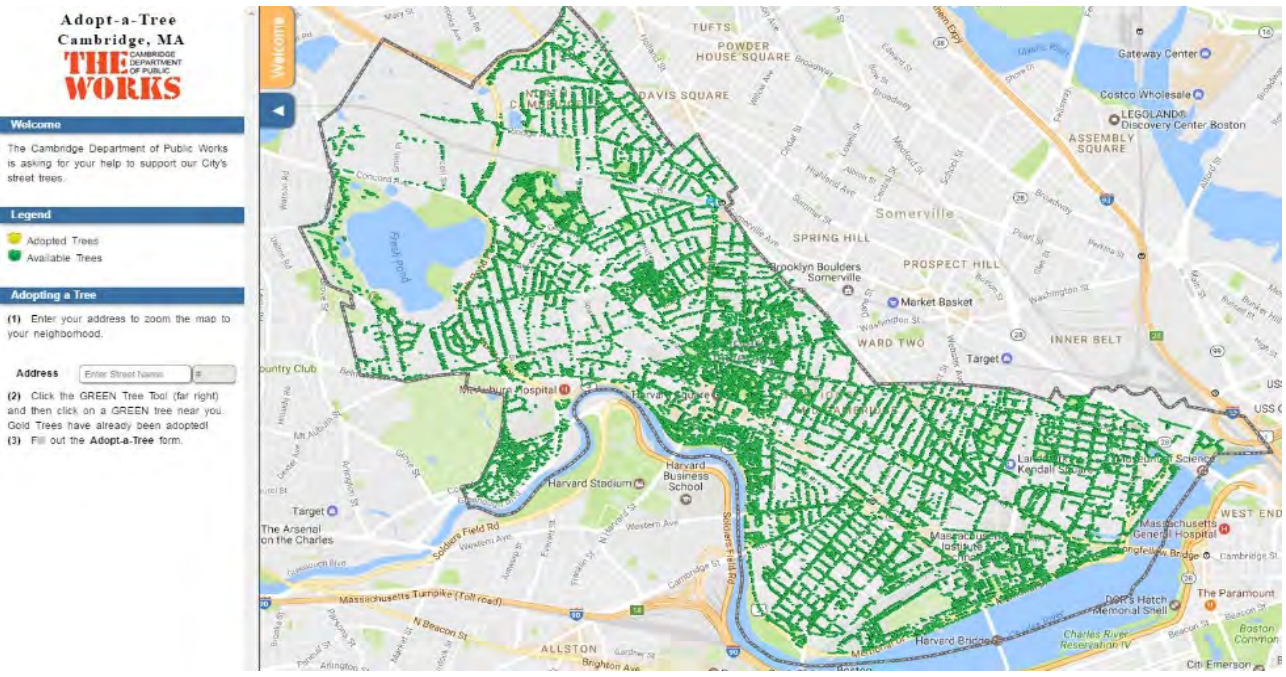
KEY INITIATIVES

TRAUMA-INFORMED CARE

During the summer of 2016, CPD launched a first-of-its-kind Trauma-Informed Law Enforcement Training Program in partnership with the Domestic and Gender-Based Violence Prevention Initiative. The training emphasizes three outcomes: first, ensuring that officers recognize the importance of self-care in order to be able to take care of others; second, understanding and recognizing how everyone experiences trauma differently; and third, understanding the psychological impacts of trauma, specifically when investigating cases involving domestic and sexual assault survivors, to help gain positive outcomes. Over 40 officers have graduated from the inaugural Trauma-Informed Training sessions thus far. The training has helped build a foundation that CPD will roll out to all of its officers, helping to evolve its culture into one that is even more compassionate and resilient.

URBAN FORESTRY

The City's commitment to maintaining a healthy urban forest has been recognized by the Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 24th consecutive year, as well as its more prestigious Growth Award for the 9th consecutive year. In honor of Arbor Day in April 2017, the City held its first "Tree Week" with events across the City to celebrate our urban forest and educate residents and students about the benefits of the over 19,000 public trees in our community. As part of Tree Week, the Department of Public Works (DPW) launched a new "Adopt-A-Tree" Program with an interactive online tool residents can use to look up trees in Cambridge and adopt public trees to commit to watering them, tend to tree pits, etc. to help keep our urban forest vibrant and healthy. In FY18, the City will hire a senior urban forestry staff person to support and expand urban forestry programs.



KEY INITIATIVES



VISION ZERO, TRANSPORTATION SAFETY, AND COMPLETE STREETS

Vision Zero calls for the elimination of all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all. Following the City Council's adoption of Vision Zero in FY16, TPT, Public Works, and CDD began development of a detailed implementation plan to accelerate the beneficial impact of existing City practices such as the Complete Streets program. Through this work, city streets are designed and operated to enable safe access for all users – regardless of age, ability, or mode of transportation.

The City has made significant financial commitments to support these initiatives across Cambridge. Some highlights include:

- \$4M from Parking Fund's Fund Balance to address Inman Square
- \$1M in bond funding for bicycle infrastructure projects.
- \$525K in specialized equipment for Public Works to support snow clearance on sidewalks and in bike lanes.
- \$400K in Complete Streets funding from the Massachusetts Department of Transportation for sidewalks and bicycle parking.
- \$350K increase in Traffic, Parking & Transportation's operating budget for Vision Zero projects, including \$300K to design and implement separated bicycle lanes and bus priority improvements, and \$50K for Vision Zero outreach.
- \$300K for traffic calming, including a raised crossing on Amory Street near the Robert Paine Square Playground.
- \$250K for curb extension bus stops on Green Street at Pearl Street and 8 locations on Huron Ave.
- \$200K for a two-way bicycle connection to the Kennedy Longfellow School on Fulkerson Street.

In addition, a Vision Zero Advisory Committee made up of Cambridge residents, advocates, and representatives of local institutions has been formed to advise the City on Vision Zero initiatives.

SAFE ROUTES TO SCHOOL

In FY17, Cambridge's Safe Routes to School program launched a four-lesson Pedestrian and Bicycle Safety Unit for 2nd grade students. The pedestrian lessons teach the importance of safe walking behaviors and the basic elements of pedestrian infrastructure. The bicycle safety lesson includes the proper clothing to wear for bicycling, how to correctly fit the helmet (each student trained receives a free bicycle helmet), the rules of the road, and basic bicycle maintenance. In FY18, the program will expand to all 12 elementary schools in Cambridge and the City budget includes \$21K in capital funds to procure a fleet of 30 bicycles.



KEY INITIATIVES

TRANSIT STRATEGIC PLANNING & PRIORITIZING BUS SERVICE

Cambridge's Transit Strategic Plan, created through a comprehensive two-year community process, seeks to improve the quality and expand the capacity of our public transit system. The Plan will help achieve City goals related to economic viability and livability, and is a strategic component of City efforts to encourage people to shift from drive-alone vehicle trips to sustainable modes of transportation. In FY18, CDD will focus on designing and implementing Cambridge's first bus lanes.

In FY17, the City is piloting solar-powered real-time transit displays in four locations to explore the best type of signs and technology to use, and to test their effectiveness before launching the additional solar-powered real-time displays funded with \$150K from Participatory Budgeting. In FY18, the City will continue efforts to improve amenities at bus stops, including the installation of additional shelters and benches.

VOLPE SITE PLANNING

In FY17, MIT was selected by the U.S. General Services Administration as the development partner for the 14-acre site of the U.S. Department of Transportation Volpe Transportation Systems Research Center in Kendall Square. Redevelopment of this site will entail construction of a new Volpe facility while developing the remainder of the site in accordance with the City's plan for the area. For many years, the City has looked to the Volpe site as an opportunity to add to the vibrancy of Kendall Square and improve connections through the area and with surrounding neighborhoods.

At the City Council's request, a Volpe Working Group that includes residents, business and institutional representatives, and other stakeholders was appointed in FY17 to further articulate the community's vision and principles for redevelopment of the site. In FY18, CDD will work with MIT, the Planning Board, and the City Council on changes to the zoning requirements for the area that would enable a future development proposal in accordance with the City's goals.

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 FY18 projects are part of the Department's \$3.5M capital allocation and include:

- Water Works construction projects, such as repairing water infrastructure, replacing large valves, and conducting a leak detection survey.
- Replacement of water meters and meter transmission units to ensure accurate measurement of water consumption.
- Construction and oversight of a drainage and community garden project to address drainage issues on the perimeter path and increase accessibility to community gardens.
- Implementation of the Fresh Pond Master Plan, including planting and fencing at Cambridge Greenway, restoring the Kingsley Park overlooks, in-lake restoration at Black's Nook, and Perimeter Road design.
- Maintenance of the U.S. Geological Survey reservoir gauging stations located upcountry.
- Reservoir facility improvements, including replacing the Stony Brook dam footbridge, drainage work at Hobbs Dam Slope/Winter Street, and removing vegetation from City-owned easements.

KEY INITIATIVES

WOMEN IN CAMBRIDGE MONTHLY NETWORKING EVENTS

The Cambridge Women’s Commission hosts the networking series, *Women in Cambridge*, a dynamic, engaging, and welcoming group of more than 1,000 professional women who meet monthly to socialize and share ideas, opportunities, and insights in Cambridge. Each event pairs a Cambridge restaurant/retail business/public space with a local businesswoman or City program representative, with an emphasis on women-led businesses and organizations. In addition to relaxed



conversation and opportunities to meet other local business owners, there is a short presentation from the featured speaker, a few words from the host establishment, and refreshments to enjoy. These evenings are a great way to connect with other women, learn about the latest happenings and opportunities in Cambridge, and enjoy some noteworthy Cambridge locations. For further information concerning meeting days and times please visit www.cambridgewomenscommission.org or <https://www.meetup.com/Women-in-Cambridge> for more information.



ZERO WASTE MASTER PLAN

During FY17, the City began the process of developing a Zero Waste Master Plan to guide City recycling, compost, and trash programs. The overall goal of this plan is to help the City reach its goal of reducing trash by 30% by 2020 and 80% by 2050 from a 2008 baseline. A number of initiatives enacted in recent years have supported the City’s efforts to meet aggressive solid waste reduction targets. From a regulatory perspective, the 2016 Bring Your Own Bag Ordinance has reduced waste by limiting disposable bags at point of sale. From a program perspective, developing curbside organics collection has the potential to substantially reduce waste. Approximately 40% of Cambridge’s trash is food waste and other compostables. In April 2014, the City began a one-year pilot program for curbside pickup of food scraps from over 600 households in North Cambridge. The program expanded to include 5,200 households in October 2015. In FY18, the City plans to expand the program citywide and will hire four new laborers within DPW to support this effort.

SECTION II

CITY OVERVIEW

GUIDE TO THE BUDGET

The FY18 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 FY18 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 FY16-18.
3. **Financial Summaries:** This section includes summaries of the FY18 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 Resource 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 Resource 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 Investment).

GUIDE TO THE BUDGET

OPERATING BUDGET – DEPARTMENT OVERVIEW

FINANCE

1 **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 financial resources for a robust level of services and an ambitious capital plan for the Cambridge community.

The Finance Department’s success is reflected by the City’s longstanding AAA bond rating and FY16 Certified Free Cash balance of \$202.5 million, the largest Free Cash balance in the City’s history. In addition, in FY17, 67% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. At the same time, the City’s excess tax levy capacity increased by approximately \$13.3 million to \$168 million in FY17. In FY18, the Department will continue to implement strategies to enhance the financial position 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.



3 **DEPARTMENT FINANCIAL OVERVIEW**

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$568,855	\$558,950	\$558,950
INTERGOVERNMENTAL REVENUE	\$599,320	\$595,650	\$595,650
MISCELLANEOUS REVENUE	\$1,116,155	\$1,000,000	\$700,000
TAXES	\$18,575,540	\$15,643,635	\$16,659,895
TOTAL BUDGETED REVENUE	\$20,859,870	\$17,798,235	\$18,514,495
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$10,990,945	\$11,715,280	\$13,030,560
OTHER ORDINARY MAINTENANCE	\$4,095,855	\$4,620,140	\$5,117,110
TRAVEL & TRAINING	\$302,385	\$293,160	\$303,725
EXTRAORDINARY EXPENDITURES	\$57,530	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$15,446,715	\$16,691,380	\$18,514,495
FULL-TIME BUDGETED EMPLOYEES	87	94	97

V-20

- 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 (FY16 actuals), the current fiscal year (FY17 projections), and budgeted fiscal year (FY18 budget). Personnel counts do not include part-time employees or grant-funded positions.

GUIDE TO THE BUDGET

OPERATING BUDGET – DIVISION OVERVIEW

FINANCE - BUDGET 1


2 **MISSION & SERVICES**
 The Budget Office prepares and monitors the City's annual Operating and Capital Budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all federal, state, local, and 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. Budget staff also contribute new budget information and Participatory Budgeting (PB) data to the City's online Open Data Portal to enhance transparency and accessibility.


In FY17, the Budget Office organized the City's third PB process in which 4,730 residents voted to spend \$706,000 in FY18 capital funding on the following projects: solar panels on the Main Library roof, flashing light signs at six crosswalks, solar-powered real-time bus tracker displays, kinetic energy tiles, four water bottle fill stations, Moore Youth Center upgrades, and the Cambridge Street Art Trail. More details are provided in the Public Investment section and online at pb.cambridgema.gov.

In February 2017, the Budget Office coordinated the City's first minibond sale to encourage residents to directly invest in Cambridge infrastructure. Residents could purchase bonds in denominations of \$1,000 for a total maximum investment of \$20,000. The City's \$2,000,000 in minibonds sold out in six days. The City plans to increase the amount of minibonds available in FY18.

4 **FY18 OBJECTIVES & PERFORMANCE MEASURES**

\$ 1. Monitor revenue and expenditures and maintain the City's long-term financial viability by forecasting the City's funding sources and uses.

 2. Expand outreach efforts to increase the number and diversity of residents who vote in the City's Participatory Budgeting processes.


 3. Expand outreach and increase engagement to make minibonds more accessible to residents.

5

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Number of Cambridge residents age 12 and older who voted in PB	4,184	4,730	6,000
3	Number of Cambridge residents who purchased minibonds	n/a	230	250

6

DIVISION FINANCIAL OVERVIEW			
EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$495,500	\$663,730	\$670,175
OTHER ORDINARY MAINTENANCE	\$84,485	\$54,900	\$64,000
TRAVEL & TRAINING	\$3,640	\$1,905	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$583,625	\$720,535	\$739,275
FULL-TIME BUDGETED EMPLOYEES	4	5	5



Budget Delegates reveal winning PB projects at the 2016 PB Vote Results Party.

V-24



- 1** After the department overview page, each division within a department will have one page that summarizes its strategic and financial plans for FY18.
- 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 FY18. 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

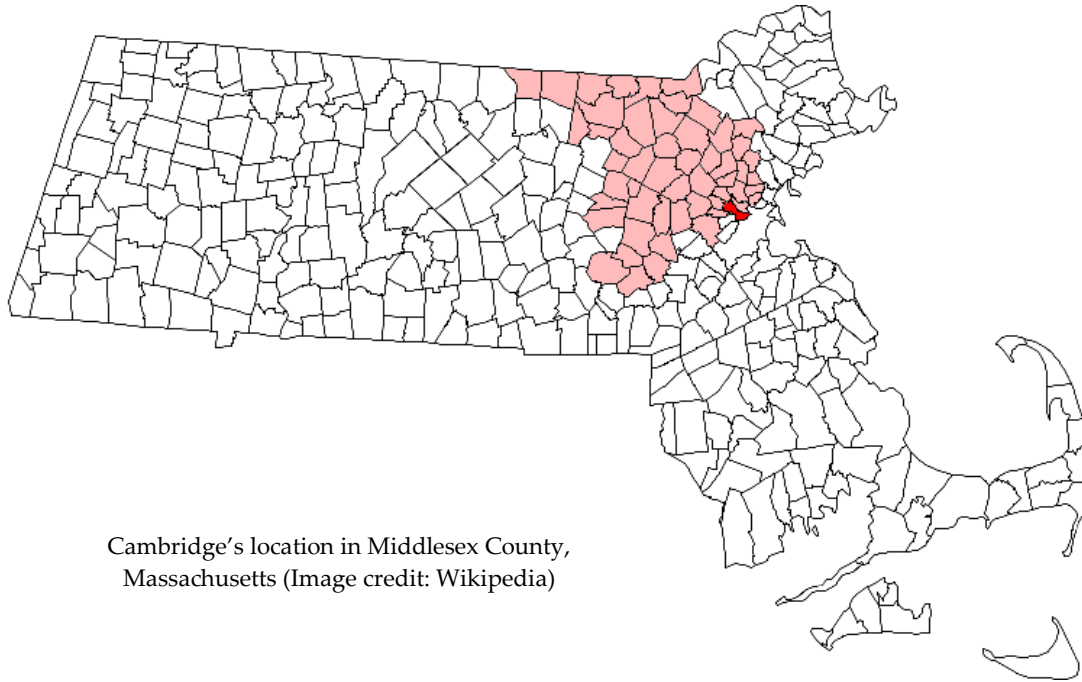
FINANCE: PARTICIPATORY BUDGETING - UPGRADE THE MOORE YOUTH CENTER

FY18 PROJECT DESCRIPTION	CITY COUNCIL GOALS					
<p>From the PB proposal: "The Moore Youth Center is outdated compared to other youth centers. New furniture and equipment will help bring more youth to the center.</p> <p>Redoing the Moore Youth Center would benefit a vital part of the Cambridge Community. This youth center provides food, shelter, and all the resources teenagers need to succeed throughout their high school lives. As Cambridge residents, we need to focus our time and energy on projects that have a permanent impact on the youth community.</p> <p>Improving/upgrading the Moore Youth Center's furniture, printers, speakers, and purchasing a laminator will draw more attention and youth to the center. These improvements would also encourage teenagers to stay off the streets and come to the youth centers. Kids have a good time at the center playing basketball, doing their homework, watching TV, playing cards, and participating in center programs, but they need better equipment and furniture."</p>	<p>3</p> 					
IMPACT ON OPERATING BUDGET						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$80,000	\$0	\$0	\$0	\$0	\$80,000
TOTAL	\$80,000	\$0	\$0	\$0	\$0	\$80,000
FY19 - FY22 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS					
<p>7</p> 	<p>8</p> <p>There was no prior year funding for this project.</p>					

VI-17

- 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 the project title.
- 2 This section describes the work that will be done with FY18 capital funds.
- 3 Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section I for a list of City Council goals and corresponding icons.
- 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



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. Cambridge 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. The 2010 U.S. Census reported 105,162 residents in Cambridge. As of July 2015, the Census Bureau estimated that the city's population had increased to 110,402.

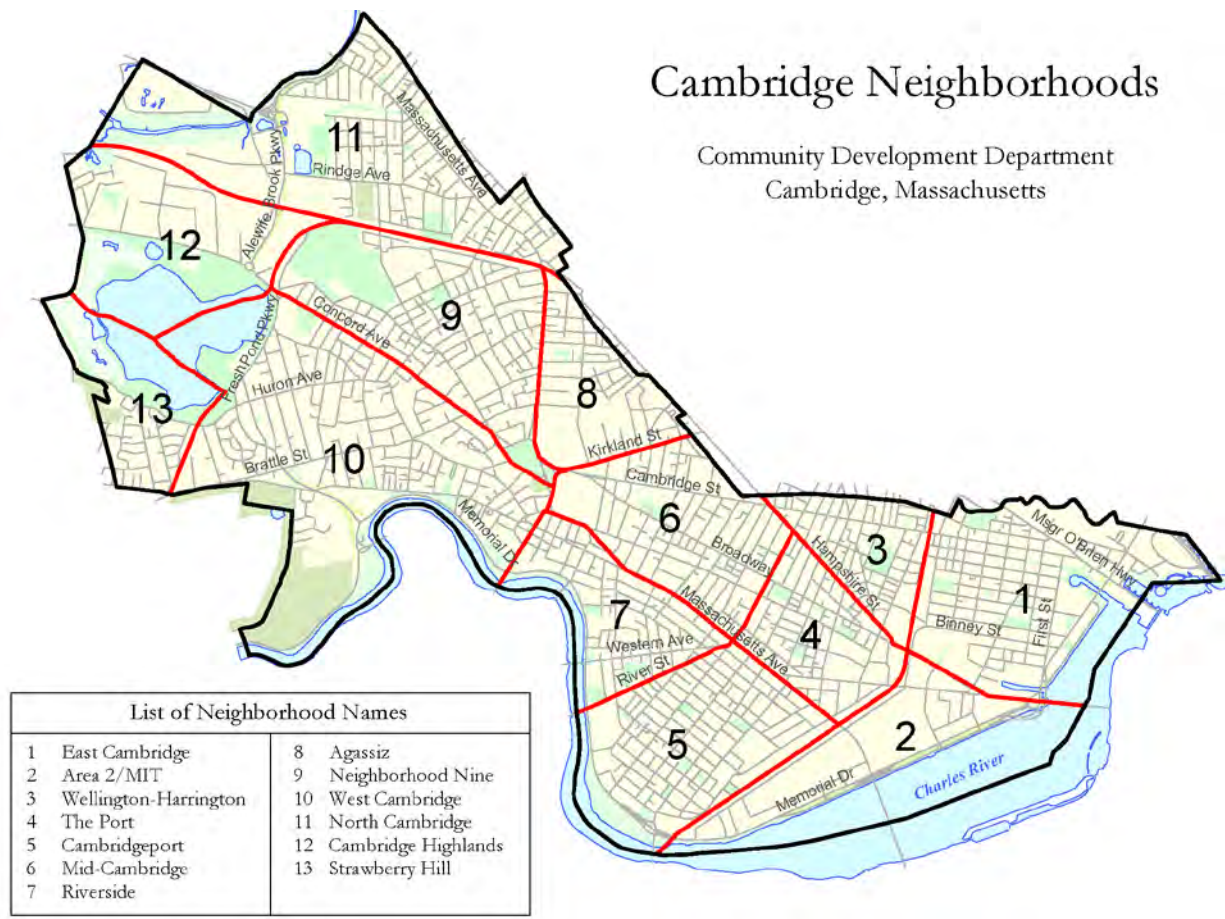
Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1942, the City has had a council-manager form of government with nine City Councillors elected at-large every two years.

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. Census Bureau)
- Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid-Cambridge). (Source: 2010 U.S. Census Bureau) Most neighborhoods have their own political and community organizations.

CITY OF CAMBRIDGE PROFILE

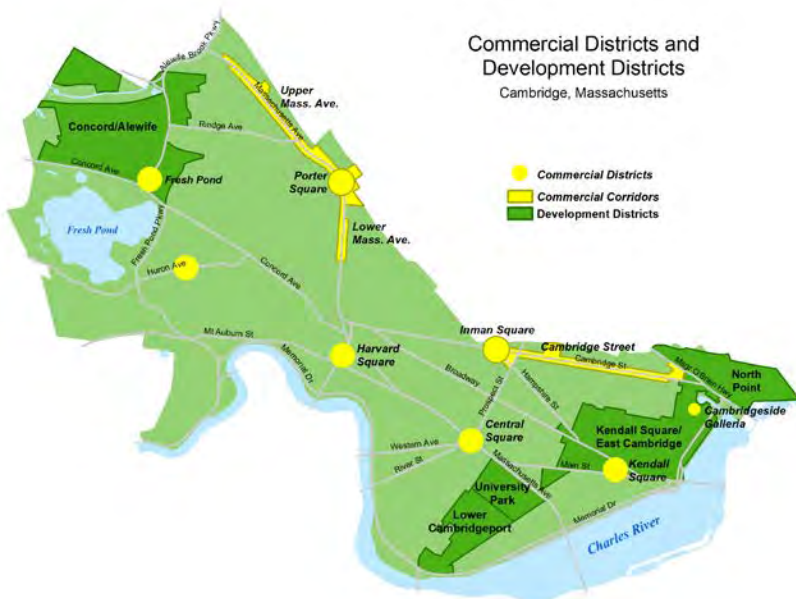


- Cambridge is ethnically diverse. 63% of residents are White Non-Hispanic. Minority residents are highly diverse, with no single race, language group, country of origin, or ethnic identity dominant. (Source: 2015 American Community Survey (ACS))
- 27% of residents are foreign born. Of those, over 39% were born in Asia and 23% were born in Europe. (Source: 2015 ACS)
- 32% of residents speak a language other than English at home. Of these, 20% speak Spanish and 16% speak Chinese. The remainder use a wide variety of languages. (Source: 2015 ACS)
- Cambridge is a city of renters. 65% of all households rent; 35% own. (Source: 2010 U.S. Census Bureau)
- Cambridge residents have a median household income of \$89,847 and median family income of \$115,483. (Source: 2015 U.S. Census Bureau)
- 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: Community Development Department)
- 17,420 families reside in Cambridge; 6,972 are families with minor children. (Source: 2010 U.S. Census Bureau)
- 79% of residents have a four-year college degree and 52% also have a graduate degree. Only 6% of residents age 25 or older lack a high school diploma. (Source: 2015 ACS)

CITY OF CAMBRIDGE PROFILE

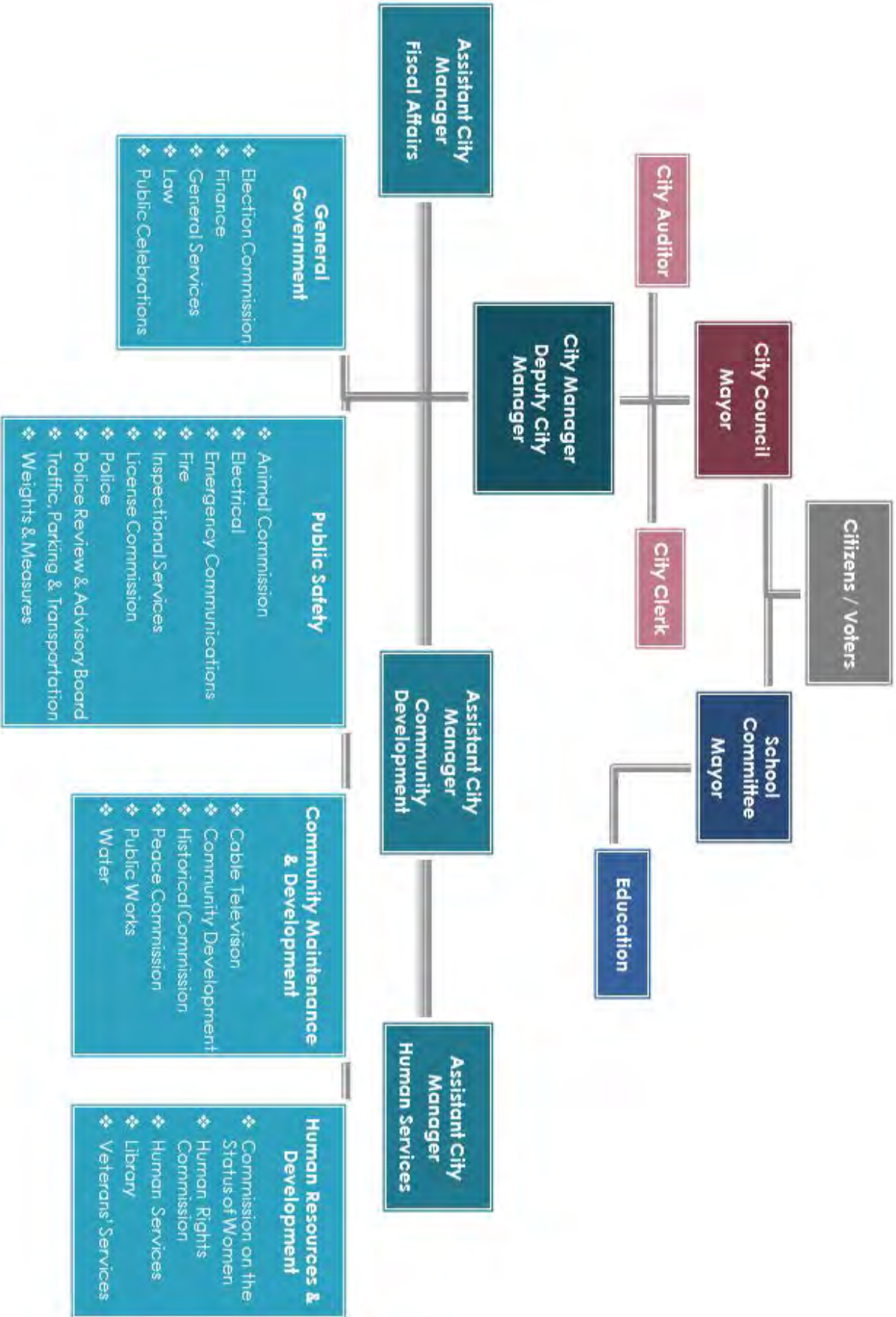
ECONOMIC SUMMARY (SOURCE: CDD)

- The City’s 2016 per capita personal income of \$69,010 is higher than the Boston, Massachusetts, and U.S. averages.
- 2015 employment totaled 116,089 jobs, with private sector employment comprising 93.6% of total jobs.
- Cambridge’s December 2016 unadjusted unemployment rate of 1.7% remains lower than the Boston Primary Metropolitan Statistical Area, Massachusetts, and U.S. averages.
- Cambridge continues to maintain a high job to resident ratio, with 1.10 jobs for each resident.
- Professional and business services leads the way among employment sectors, followed by education and health services.
- Led by Harvard University and MIT, the higher education sector continues to drive the job market, employing more than 21,000 people. Preeminent research institutions like Harvard, MIT, 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 the life sciences and high tech. As of 2015, Cambridge is home to at least 160 biopharmaceutical and biotechnology companies, including Shire/Baxalta, Biogen Idec, Novartis, Pfizer, Sanofi/Genzyme, and Takeda/Millennium Pharmaceuticals.
- High tech sector employment within the top 25 employers includes, Google, Hubspot, and Pegasystems. Several tech giants such as Amazon, Apple, Facebook, Google, and Kayak are currently shaping the market by hiring and expanding in Cambridge.
- Underpinning the boom in real estate investment activity is the city’s increasing volume of venture capital and angel capital investments in startups and growing companies.



COMMUNITY INFORMATION	
Number of City Pools	2
Number of Community Schools	12
Number of Parks & Play Areas	81
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>ANIMAL COMMISSION</p>		<p>Director: Mark McCabe Address: 344 Broadway, 1st floor Phone: (617) 349-4376 Email: animalcommission@cambridgema.gov Website: http://www.cambridgema.gov/animal</p>
<p>ASSESSING</p>		<p>Director: Robert Reardon Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4343 Email: rreardon@cambridgema.gov Website: http://www.cambridgema.gov/assess</p>
<p>AUDITING</p>		<p>City Auditor: Jim Monagle Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4240 Email: jmonagle@cambridgema.gov Website: http://www.cambridgema.gov/audit</p>
<p>BUDGET DEPARTMENT</p>		<p>Director: Jeana Franconi Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4270 Email: jfranconi@cambridgema.gov Website: http://www.cambridgema.gov/budget</p>
<p>CAMBRIDGE ARTS COUNCIL</p>		<p>Executive Director: Jason Weeks Address: 344 Broadway, 2nd floor Phone: (617) 349-4380 Email: cambridgearts@cambridgema.gov Website: http://www.cambridgema.gov/arts  </p>
<p>CITY CLERK</p>		<p>City Clerk: Donna Lopez Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4260 Email: dlopez@cambridgema.gov Website: http://www.cambridgema.gov/cityclerk</p>
<p>CITY COUNCIL</p>		<p>Executive Assistant to the City Council: Sandra Albano Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4280 Email: council@cambridgema.gov Website: http://www.cambridgema.gov/ccouncil</p>
<p>CITY MANAGER'S OFFICE</p>		<p>City Manager: Louis DePasquale; Deputy City Manager: Lisa Peterson Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: http://www.cambridgema.gov/cmanager</p>

DEPARTMENT DIRECTORY

<p>COMMUNITY DEVELOPMENT DEPARTMENT</p>		<p>Asst. City Manager for Community Development: Iram Farooq Address: 344 Broadway Phone: (617) 349-4600 Email: cddat344@cambridgema.gov Website: http://www.cambridgema.gov/CDD</p> <p>     </p>
<p>CONSERVATION COMMISSION</p>		<p>Director: Jennifer Letourneau Address: 147 Hampshire Street Phone: (617) 349-4680 Email: jletourneau@cambridgema.gov Website: http://www.cambridgema.gov/cc</p>
<p>CONSUMERS' COUNCIL</p>		<p>Executive Director: Laura Nichols Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6150 Email: consumer@cambridgema.gov Website: http://www.cambridgema.gov/consumerscouncil</p> <p>  </p>
<p>ELECTION COMMISSION</p>		<p>Executive Director: Tanya Ford Address: 51 Inman Street, 2nd floor Phone: (617) 349-4361 Email: elections@cambridgema.gov Website: http://www.cambridgema.gov/election</p>
<p>ELECTRICAL DEPARTMENT</p>		<p>City Electrician: Steve Lenkauskas Address: 250 Fresh Pond Parkway Phone: (617) 349-4925 Email: slenkauskas@cambridgema.gov Website: http://www.cambridgema.gov/electrical</p>
<p>EMERGENCY COMMUNICATIONS</p>		<p>Director: Christina Giacobbe Address: 125 Sixth Street Phone: (617) 349-6911 Email: ecadminrequests@cambridge911.org Website: http://www.cambridgema.gov/ec1</p>
<p>EQUITY AND INCLUSION</p>		<p>Director: Betsy Allen Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4331 Email: ballen@cambridgema.gov Website: http://www.cambridgema.gov/aff</p>
<p>FINANCE DEPARTMENT</p>		<p>Assistant City Manager for Fiscal Affairs: David Kale Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance</p>

DEPARTMENT DIRECTORY

<p>FIRE DEPARTMENT</p>		<p>Acting Fire Chief: Gerard E. Mahoney Address: 491 Broadway Phone: (617) 349-4900 Email: fdcontact@cambridgefire.org Website: http://www.cambridgema.gov/cfd </p>
<p>HISTORICAL COMMISSION</p>		<p>Executive Director: Charles Sullivan Address: 831 Massachusetts Avenue, 2nd floor Phone: (617) 349-4683 Email: histcomm@cambridgema.gov Website: http://www2.cambridgema.gov/historic   </p>
<p>HUMAN RIGHTS COMMISSION</p>		<p>Executive Director: Nancy Schlacter Address: 51 Inman Street, 2nd floor Phone: (617) 349-4396 Email: nschlacter@cambridgema.gov Website: http://www.cambridgema.gov/hrc</p>
<p>HUMAN SERVICE PROGRAMS</p>		<p>Assistant City Manager for Human Services: Ellen Semonoff Address: 51 Inman Street, 3rd floor Phone: (617) 349-6200 Email: askdhsp@cambridgema.gov Website: http://www.cambridgema.gov/dhsp   </p>
<p>INFORMATION TECHNOLOGY DEPARTMENT</p>		<p>Director: Mary Hart Address: 831 Massachusetts Avenue, 2nd floor Phone: 617-349-3208 Email: mhart@cambridgema.gov Website: http://www.cambridgema.gov/itd</p>
<p>INSPECTIONAL SERVICES</p>		<p>Commissioner: Ranjit Singanayagam Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6100 Email: inspectionalservices@cambridgema.gov Website: http://www.cambridgema.gov/inspection </p>
<p>LAW DEPARTMENT</p>		<p>City Solicitor: Nancy Glowa Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4121 Email: nglowa@cambridgema.gov Website: http://www.cambridgema.gov/law</p>







DEPARTMENT DIRECTORY

<p>LIBRARY</p>		<p>Director: Maria McCauley Address: 449 Broadway Phone: (617) 349-4040 Email: bcourier@cambridgema.gov Website: http://www.cambridgema.gov/cpl</p> <p>    </p>
<p>LICENSE COMMISSION</p>		<p>Chairperson: Nicole Murati Ferrer Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6140 Email: license@cambridgema.gov Website: http://www.cambridgema.gov/license</p>
<p>MAYOR'S OFFICE</p>		<p>Mayor: E. Denise Simmons Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4321 Email: dsimmons@cambridgema.gov Website: http://www.cambridgema.gov/mayor</p>
<p>PEACE COMMISSION</p>		<p>Executive Director: Brian Corr Address: 51 Inman Street, 2nd floor Phone: (617) 349-4694 Email: peace@cambridgema.gov Website: http://www.cambridgema.gov/peace</p>
<p>PERSONNEL DEPARTMENT</p>		<p>Director: Sheila Keady Rawson Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4332 Email: skeady@cambridgema.gov Website: http://www.cambridgema.gov/personnel</p>
<p>POLICE DEPARTMENT</p>		<p>Acting Commissioner: Brent Larrabee Address: 125 Sixth Street Phone: (617) 349-3300 Email: pio@cambridgepolice.org Website: http://www.cambridgema.gov/cpd</p> <p>     </p>
<p>POLICE REVIEW & ADVISORY BOARD</p>		<p>Executive Secretary: Brian Corr Address: 51 Inman Street, 2nd floor Phone: (617) 349-6155 Email: bcorr@cambridgema.gov Website: http://www.cambridgema.gov/prab</p>

DEPARTMENT DIRECTORY

<p>PUBLIC INFORMATION OFFICE</p>		<p>Director of Communications & Community Relations: Lee Gianetti Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4339 Email: lgianetti@cambridgema.gov Website: http://www.cambridgema.gov/pio</p>
<p>PUBLIC WORKS</p>		<p>Commissioner: Owen O'Riordan Address: 147 Hampshire Street Phone: (617) 349-4800 Email: theworks@cambridgema.gov Website: http://www.cambridgema.gov/theworks   </p>
<p>PURCHASING</p>		<p>Director: Amy Witts Address: 795 Massachusetts Avenue, 3rd Floor Phone: (617) 349-4310 Email: purchasing@cambridgema.gov Website: http://www.cambridgema.gov/purchasing</p>
<p>SCHOOL DEPARTMENT</p>		<p>Superintendent: Dr. Kenneth Salim Address: 159 Thorndike Street Phone: (617) 349-6400 Email: ksalim@cpsd.us Website: http://www.cpsd.us  </p>
<p>TRAFFIC, PARKING & TRANSPORTATION</p>		<p>Director: Joseph Barr Address: 344 Broadway Street, 2nd floor Phone: (617) 349-4700 Email: trafficfeedback@cambridgema.gov Website: http://www.cambridgema.gov/traffic</p>
<p>TREASURY</p>		<p>Director: Michele Kincaid Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance/treasurydivision</p>
<p>VETERANS' SERVICES</p>		<p>Director: Neil MacInnes-Barker Address: 51 Inman Street, 2nd floor Phone: (617) 349-4761 Email: nmacinnes@cambridgema.gov Website: http://www.cambridgema.gov/vet </p>

DEPARTMENT DIRECTORY

<p>WATER DEPARTMENT</p>		<p>Managing Director: Sam Corda Address: 250 Fresh Pond Parkway Phone: (617) 349-4770 Email: cwd@cambridgema.gov Website: http://www.cambridgema.gov/water</p> <p> </p>
<p>WEIGHTS & MEASURES</p>		<p>City Sealer: James Cassidy, Jr. Address: 831 Massachusetts Avenue, basement floor Phone: (617) 349-6133 Email: jcassidy@cambridgema.gov Website: http://www.cambridgema.gov/weight</p>
<p>WOMEN'S COMMISSION</p>		<p>Executive Director: Kimberly Sansoucy Address: 51 Inman Street, 2nd floor Phone: (617) 349-4697 Email: ksansoucy@cambridgema.gov Website: http://www.cambridgewomenscommission.org</p> <p></p>
<p>22-CITYVIEW</p>		<p>Director: Calvin Lindsay, Jr. Address: 454 Broadway Phone: (617) 349-4296 Email: clindsay@cambridgema.gov Website: http://www.cambridgema.gov/22cityview</p> <p></p>

BENCHMARKS - GENERAL GOVERNMENT

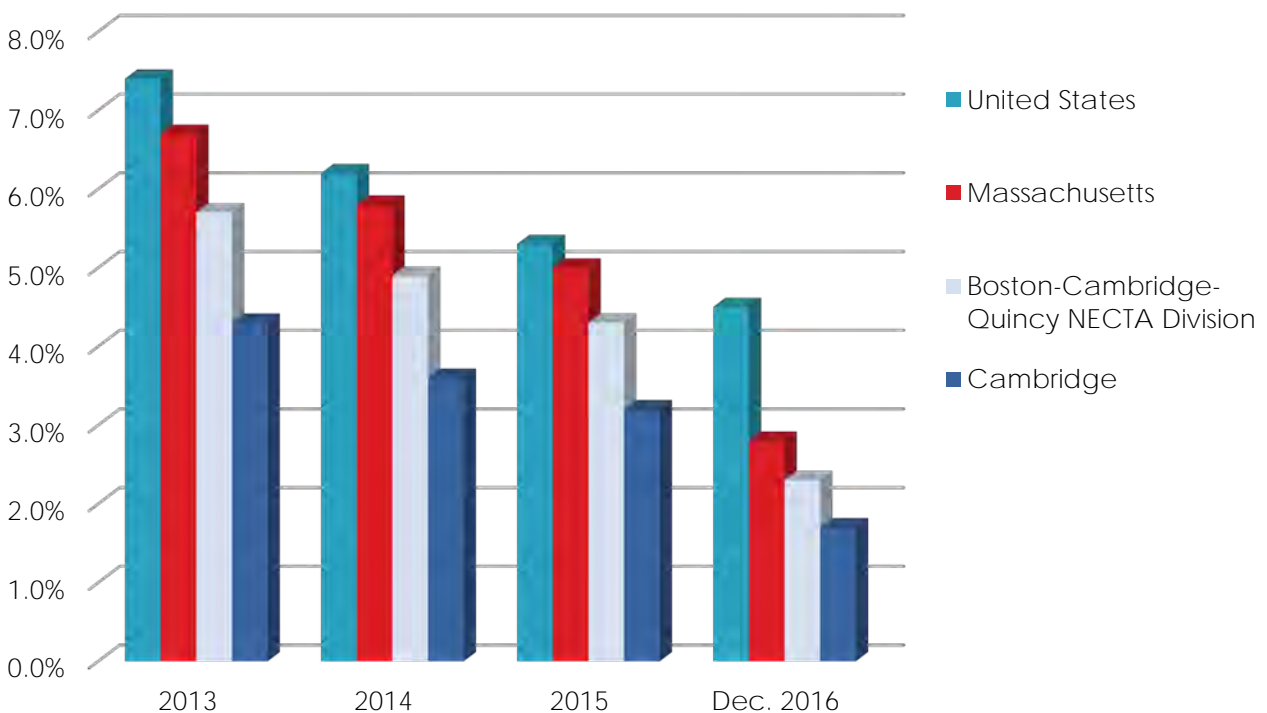
The following pages illustrate many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Together, they provide a snapshot of the Cambridge community and a broad overview of the robust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

PER CAPITA PERSONAL INCOME

	2011	2012	2013	2014	2015	AVERAGE
United States	\$42,453	\$44,267	\$44,462	\$46,414	\$48,112	\$45,142
Massachusetts	\$55,233	\$57,194	\$57,165	\$59,603	\$62,603	\$58,360
Boston MSA	\$60,473	\$62,441	\$62,331	\$65,142	\$68,292	\$63,736
Cambridge	\$60,835	\$62,980	\$62,942	\$65,924	\$69,010	\$64,338
Cambridge as % of MA	110.1%	110.1%	110.1%	110.6%	110.2%	110.2%
Cambridge as % of USA	143.3%	142.3%	141.6%	142.0%	143.4%	142.5%

Source: U.S. Department of Commerce, Bureau of Economic Analysis 2016; Bureau of Labor Statistics, 2016.
 Note: All dollar amounts are adjusted to 2015 dollars using the Consumer Price Index Research Series Using Current Methods.

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.

BENCHMARKS – GENERAL GOVERNMENT

JOBS BY SECTOR

SECTOR	2014		2015	
Construction	959	0.9%	1,070	0.9%
Education & Health Services	35,189	31.5%	36,179	31.2%
Financial Activities	3,275	2.9%	3,203	2.8%
Government	7,715	6.9%	7,477	6.4%
Information	3,781	3.4%	4,401	3.8%
Leisure & Hospitality	10,456	9.4%	11,015	9.5%
Manufacturing	2,812	2.5%	2,997	2.6%
Other Goods Producing	62	0.1%	52	0.0%
Other Services	2,373	2.1%	2,402	2.1%
Professional & Business Services	35,672	32.0%	37,858	32.6%
Trade, Transportation & Utilities	9,287	8.3%	9,435	8.1%
TOTAL	111,581	100%	116,089	100%

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

PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS - DECEMBER 2016¹

2016 RANK	EMPLOYER	2016 EMPLOYEES	INDUSTRY
1	Harvard University	12,304	Higher Education
2	Massachusetts Institute of Technology	8,996	Higher Education
3	City of Cambridge ²	2,982	Government
4	Biogen Idec.	2,700	Biotechnology
5	Novartis Institute for Biomedical Research	2,365	Biotechnology
6	Mt. Auburn Hospital	2,292	Health Care
7	Cambridge Health Alliance	1,835	Health Care
8	Cambridge Innovation Center ³	1,704	Start Up Incubator
9	Akamai Technologies	1,658	Internet Technology
10	Sanofi Aventis/Genzyme	1,500	Biotechnology
11	Draper Laboratory	1,440	Research & Development
12	Takeda/Millennium Pharmaceuticals	1,427	Biotechnology
13	Federal Government	1,218	Government
14	Broad Institute	1,174	Research & Development
15	HubSpot	1,118	Marketing Software

1. All figures collected between 9/16 and 12/16, 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. The Cambridge Innovation Center is a start-up incubator that houses employees from 587 companies.

BENCHMARKS - GENERAL GOVERNMENT

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

COMMUNITY	FY15	FY16	FY17
Cambridge*	\$7.82	\$6.99	\$6.49
Brookline*	\$10.68	\$10.42	\$9.88
Boston*	\$12.11	\$11.00	\$10.59
Somerville*	\$12.61	\$12.53	\$11.67
Arlington	\$13.55	\$12.80	\$12.56
Belmont	\$12.90	\$12.56	\$12.70
Watertown*	\$15.03	\$13.68	\$13.89

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

HOUSING

TYPE OF HOUSING	FY17 MEDIAN VALUE	FY17 TAX BILL*
Condominium	\$540,900	\$1,465
One Family	\$1,055,700	\$4,806
Two Family	\$1,031,500	\$4,649
Three Family	\$1,177,100	\$5,594

*Includes residential exemption.

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

COMMUNITY	FY15	FY16	FY17
Cambridge	\$19.29	\$17.71	\$16.12
Brookline	\$17.39	\$16.99	\$16.20
Somerville	\$20.52	\$20.18	\$18.81
Newton	\$22.38	\$21.94	\$21.27
Needham	\$22.43	\$23.02	\$23.63
Watertown	\$27.87	\$25.40	\$25.32
Boston	\$29.52	\$26.81	\$25.37

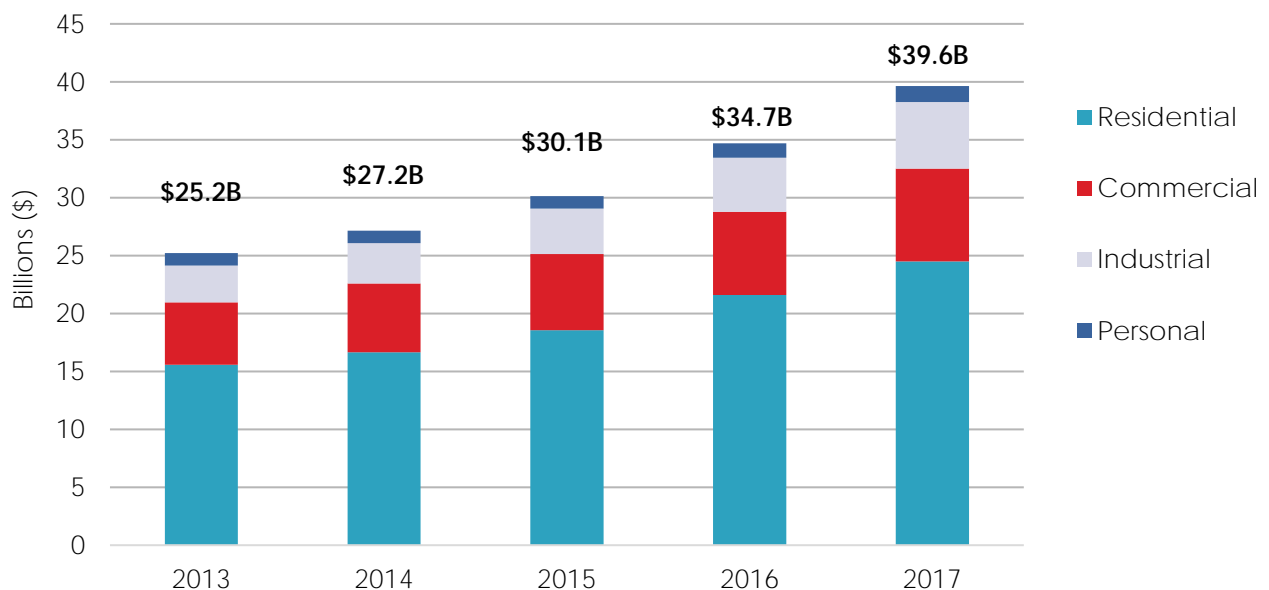
BENCHMARKS – GENERAL GOVERNMENT

TOP 10 TAXPAYERS – FY17

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION (\$)	% OF TOTAL TAX BASE (%)	REAL PROPERTY TAXES (\$)	% OF TOTAL TAX LEVY
1	Massachusetts Institute of Technology	Education*	\$3,185,602,400	8.04%	\$49,047,637	13.16%
2	BioMed Realty Trust	Commercial	\$1,273,332,600	3.21%	\$20,414,275	5.48%
3	Alexandria Real Estate	Commercial	\$838,434,200	2.12%	\$13,486,845	3.62%
4	Boston Properties	Commercial	\$759,074,000	1.92%	\$11,987,435	3.22%
5	Presidents & Fellows of Harvard College	Education*	\$534,694,100	1.35%	\$5,568,010	1.49%
6	MBA-Rogers Street, LLC	Commercial	\$382,231,100	0.96%	\$6,161,565	1.65%
7	Equity Partners	Commercial	\$353,562,800	0.89%	\$2,475,169	0.66%
8	PREEF American Reit II Corp.	Commercial	\$288,738,300	0.73%	\$4,654,461	1.25%
9	Novartis Pharmaceuticals	Commercial	\$285,533,600	0.72%	\$4,602,802	1.24%
10	New England Development	Commercial	\$254,311,800	0.64%	\$4,099,506	1.10%
TOTAL FOR TOP 10 TAXPAYERS			\$8,155,514,900	20.58%	\$122,497,705	32.87%
TOTAL FY17 ASSESSED VALUATION			\$39,629,948,188			
TOTAL FY17 TAX LEVY					\$372,674,087	

*Note: Assessed valuation may include both commercial and residential property, which are taxed at different rates. Does not include payments in lieu of taxes.

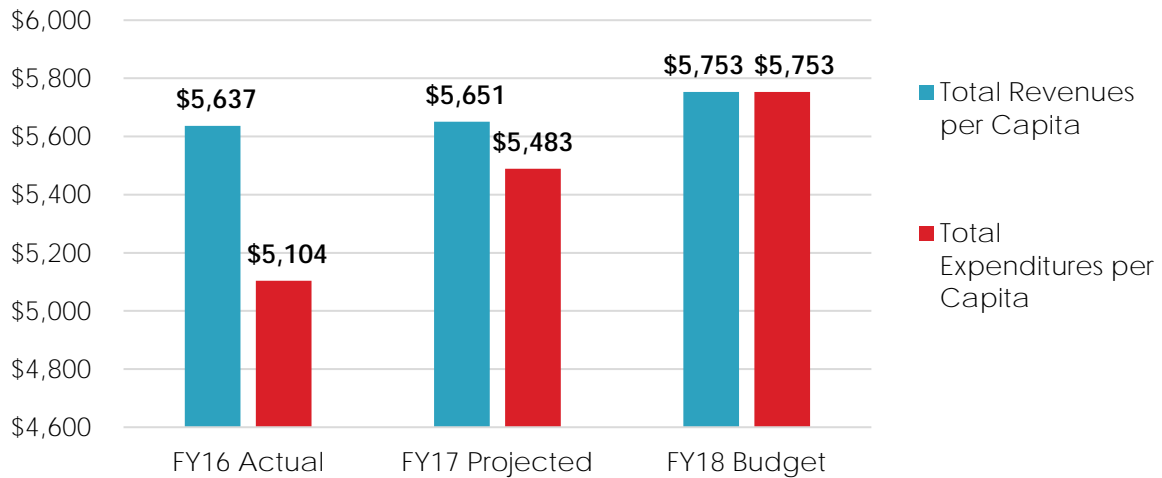
ASSESSED VALUATION FY13-FY17



Note: Total assessed valuation for FY17 was \$39.6 billion, a \$4.9 billion or 14.27% increase over FY16.

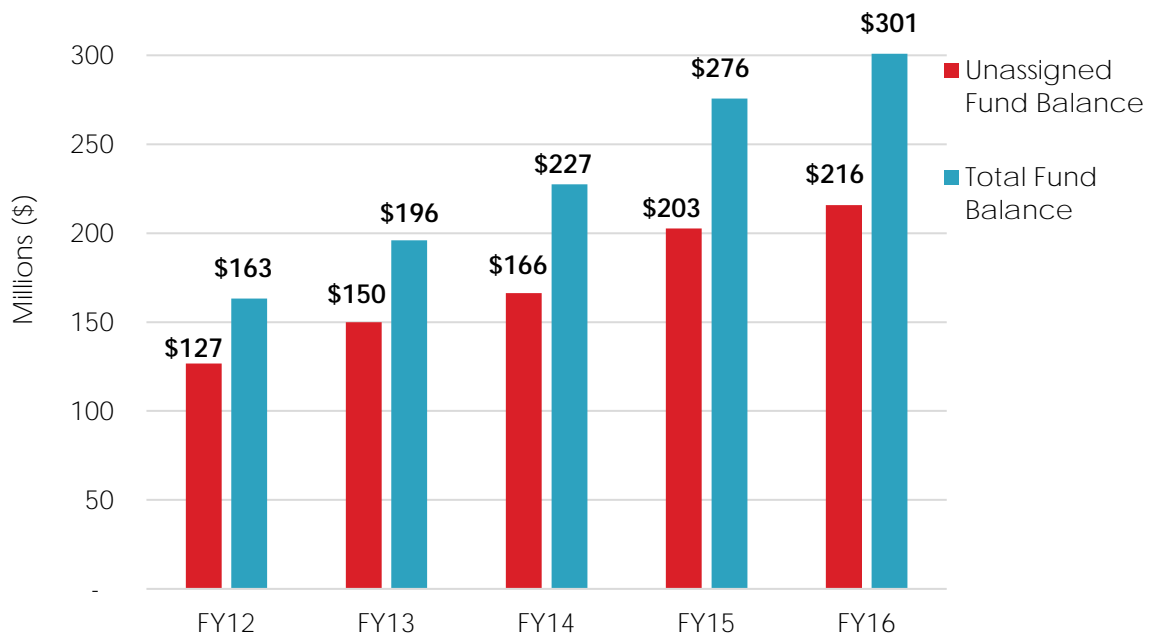
BENCHMARKS - GENERAL GOVERNMENT

CITY OF CAMBRIDGE PER CAPITA REVENUE AND EXPENDITURES



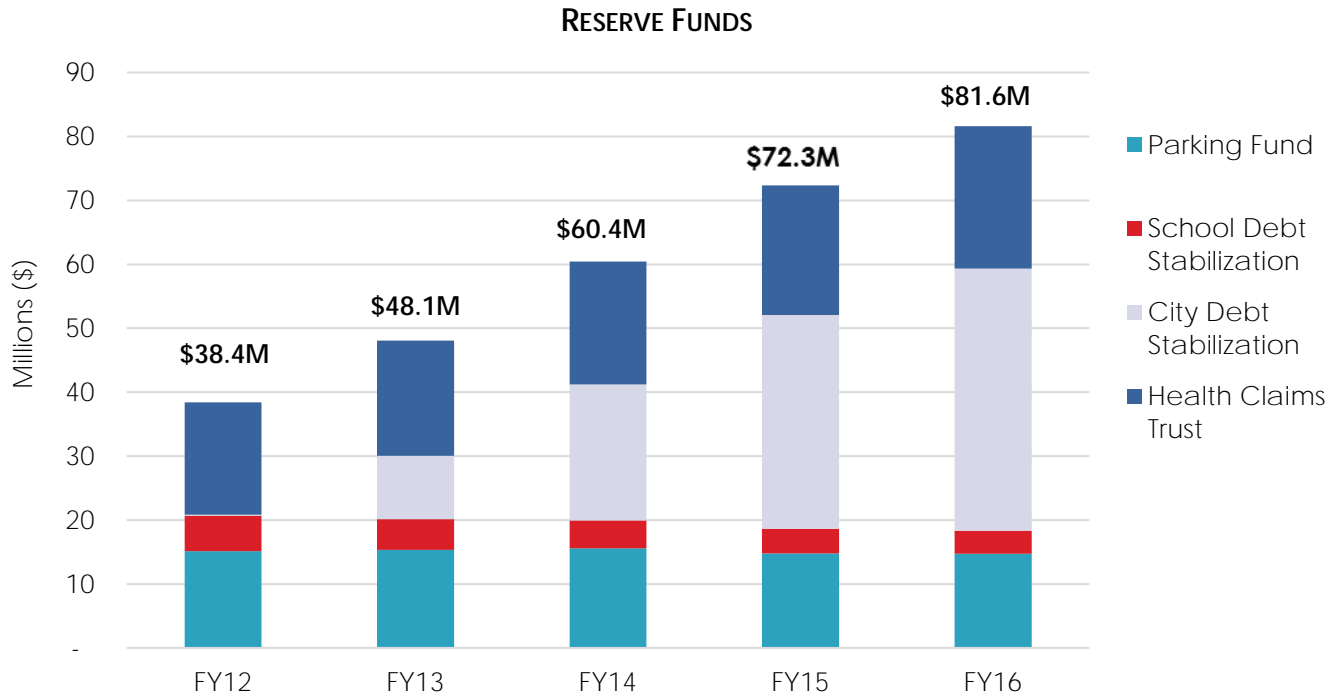
Note: The 2010 U.S. Census figure of 105,162 people was used as the population for these calculations.

GENERAL FUND FUND BALANCES

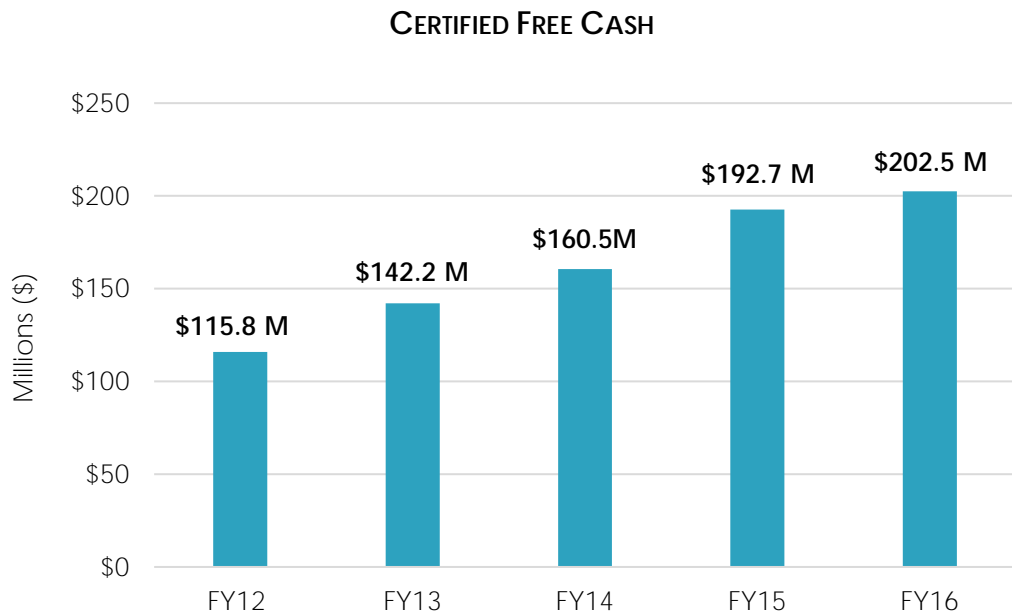


Note: The General Fund serves as the chief operating fund of the City.

BENCHMARKS – GENERAL GOVERNMENT



Note: Reserve funds protect the City from unexpected expenses and potential shortfalls in revenue.

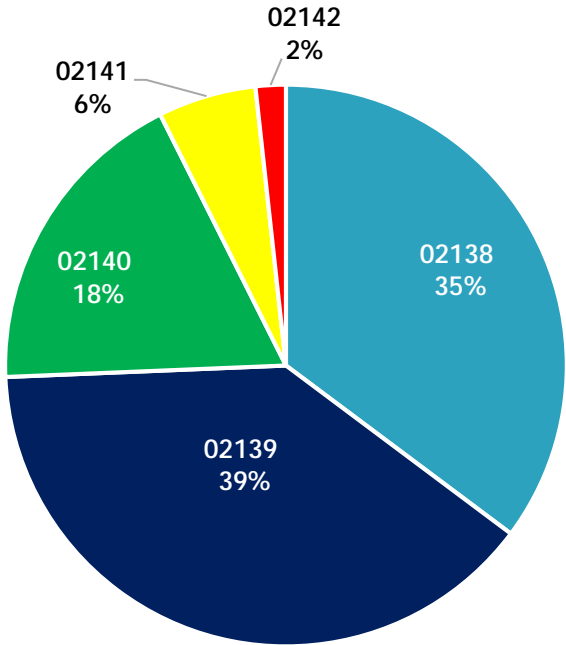


Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue’s Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line items.

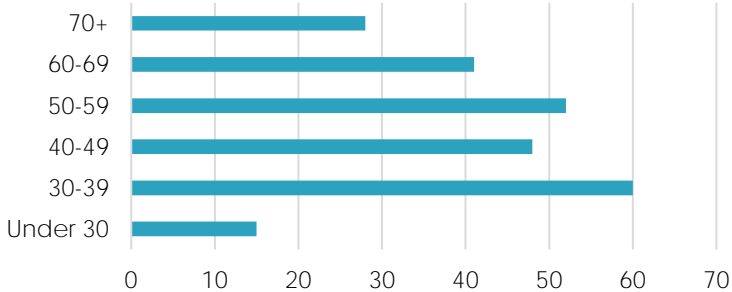
BENCHMARKS - GENERAL GOVERNMENT

Minibonds: On February 17-23, 2017, the City sold \$2 million in minibonds to residents at a rate of 1.6% for five years.

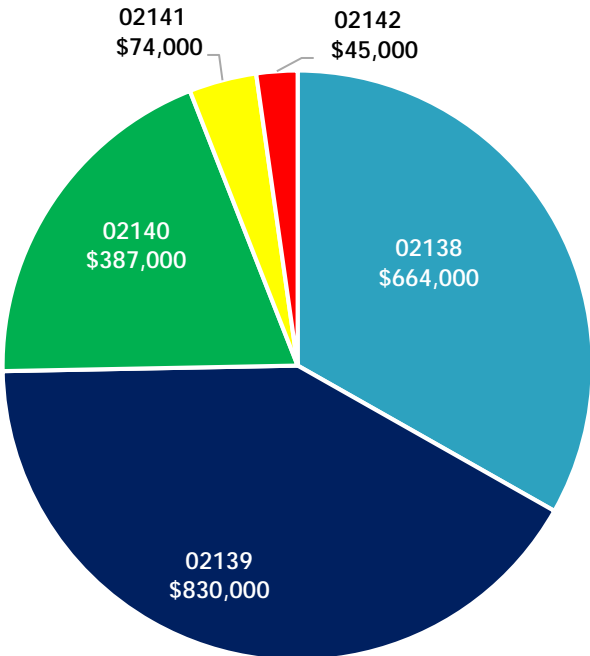
PERCENTAGE OF MINIBOND ORDERS BY ZIP CODE



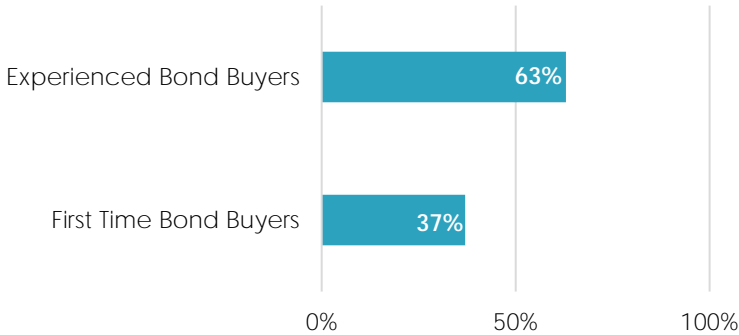
NUMBER OF MINIBOND ORDERS BY INVESTOR AGE



DOLLAR AMOUNT OF MINIBOND ORDERS BY ZIP CODE

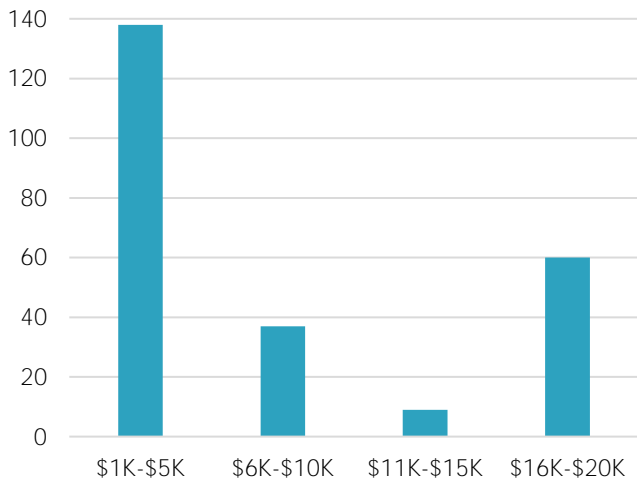


MINIBOND BUYER INVESTMENT EXPERIENCE

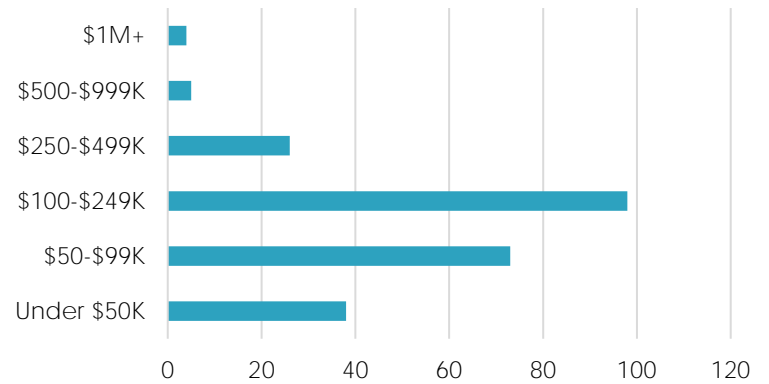


BENCHMARKS – GENERAL GOVERNMENT

NUMBER OF MINIBOND ORDERS BY DOLLAR SIZE

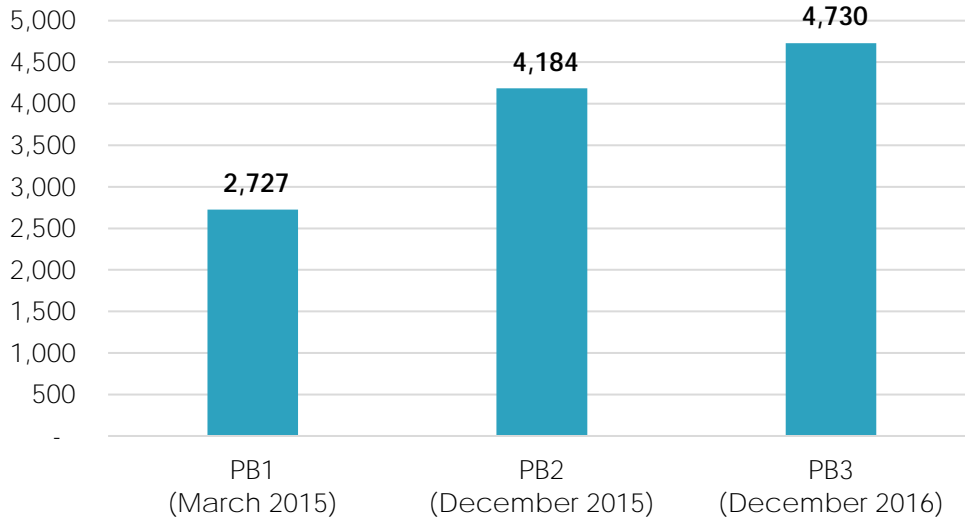


NUMBER OF MINIBOND ORDERS BY INVESTOR INCOME



Note: Median minibond order (\$5,000) and average order (\$8,586).

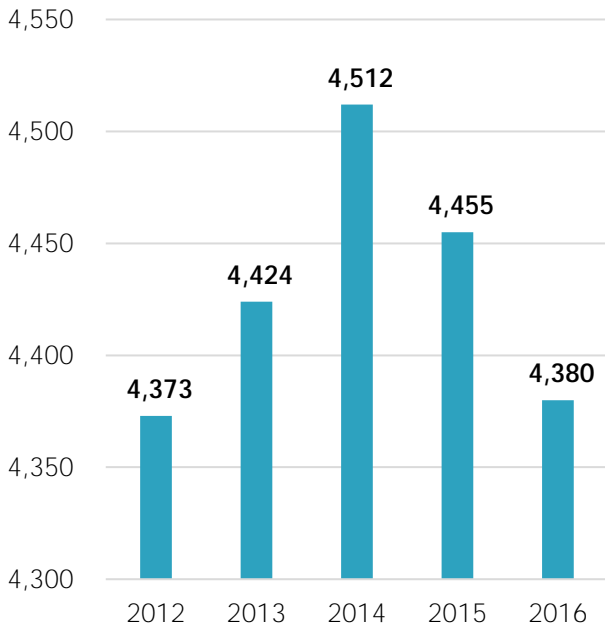
PARTICIPATORY BUDGETING VOTERS



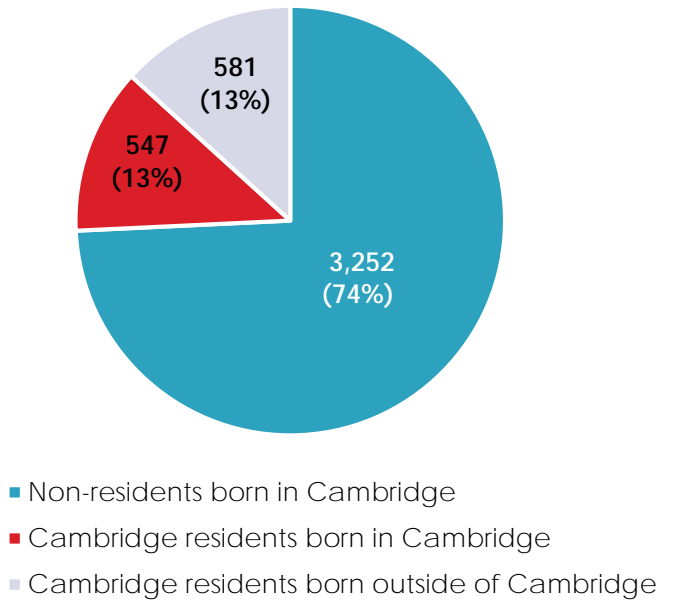
Note: All Cambridge residents age 12 and older, regardless of immigration status, can vote in the City's annual Participatory Budgeting (PB) process. The next PB vote will take place from December 2-8, 2017.

BENCHMARKS - GENERAL GOVERNMENT

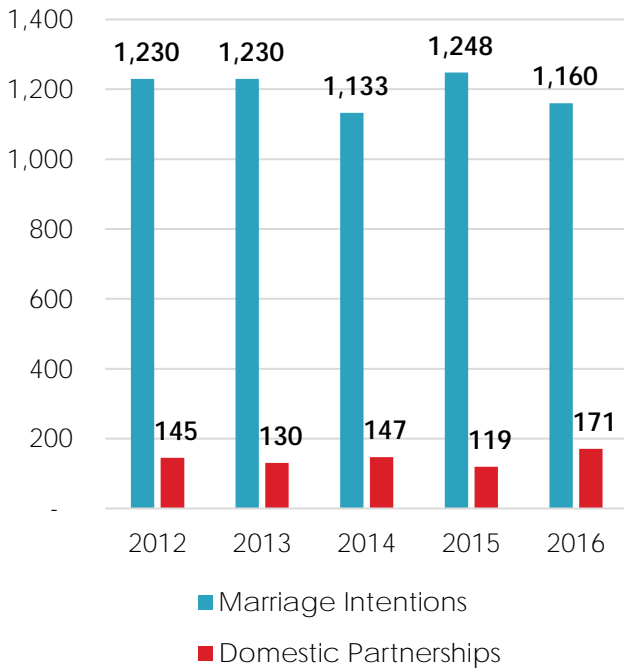
BIRTHS RECORDED IN CAMBRIDGE



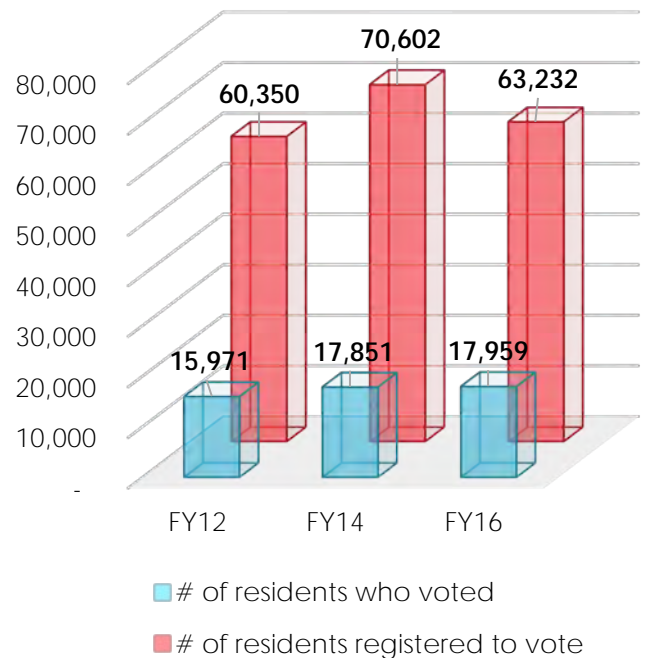
BIRTHS RECORDED IN CAMBRIDGE IN 2016



CAMBRIDGE MARRIAGE LICENSES & DOMESTIC PARTNERSHIP FILINGS



VOTERS IN MUNICIPAL ELECTIONS

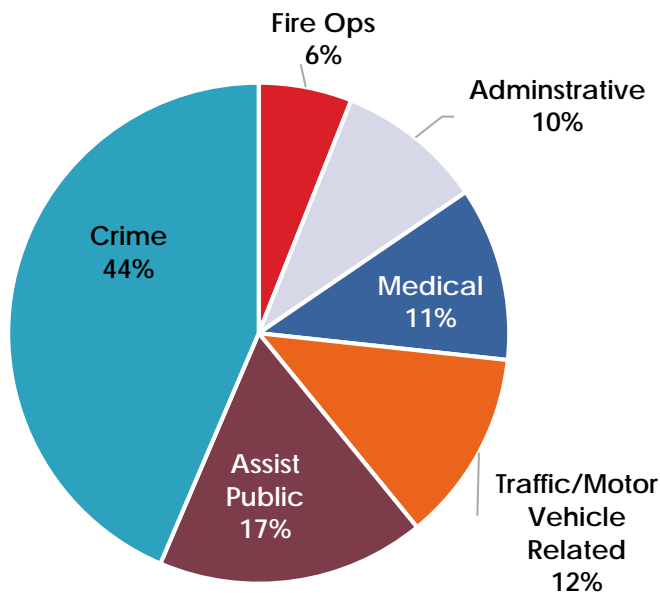


BENCHMARKS - PUBLIC SAFETY

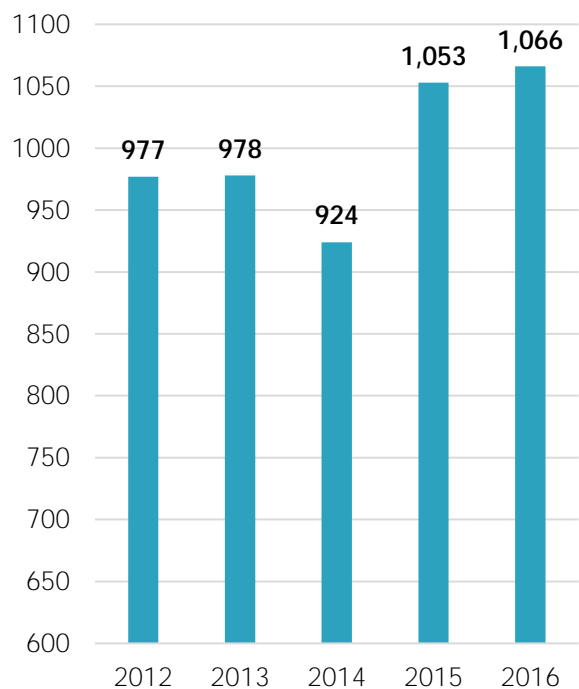
10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

CATEGORY	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	% CHANGE (FY15-16)
Fire Ops	6,092	5,986	6,044	5,682	5,875	5,423	5,527	5,450	6,010	5,912	-1.7%
Administrative	6,048	6,718	6,244	6,240	8,748	9,023	9,561	9,067	9,415	9,296	-1.3%
Medical	9,531	10,723	10,326	10,978	11,104	10,931	11,391	11,263	11,144	11,033	-1.0%
Assist Public	18,090	17,725	16,026	16,479	16,732	16,155	16,470	16,221	16,390	12,183	-34.5%
Traffic/MV-Related	23,772	22,066	21,443	17,754	15,726	13,330	13,804	14,454	14,251	17,014	16.2%
Crime & Directed Patrol	38,232	44,402	43,588	45,539	60,392	62,359	58,821	54,578	51,636	42,816	-20.6%
TOTAL	101,765	107,620	103,671	102,672	118,577	117,221	115,574	111,033	108,846	98,254	-10.8%

EMERGENCY COMMUNICATIONS:
FY16 INCIDENT CATEGORIES
(98,254 TOTAL INCIDENTS)

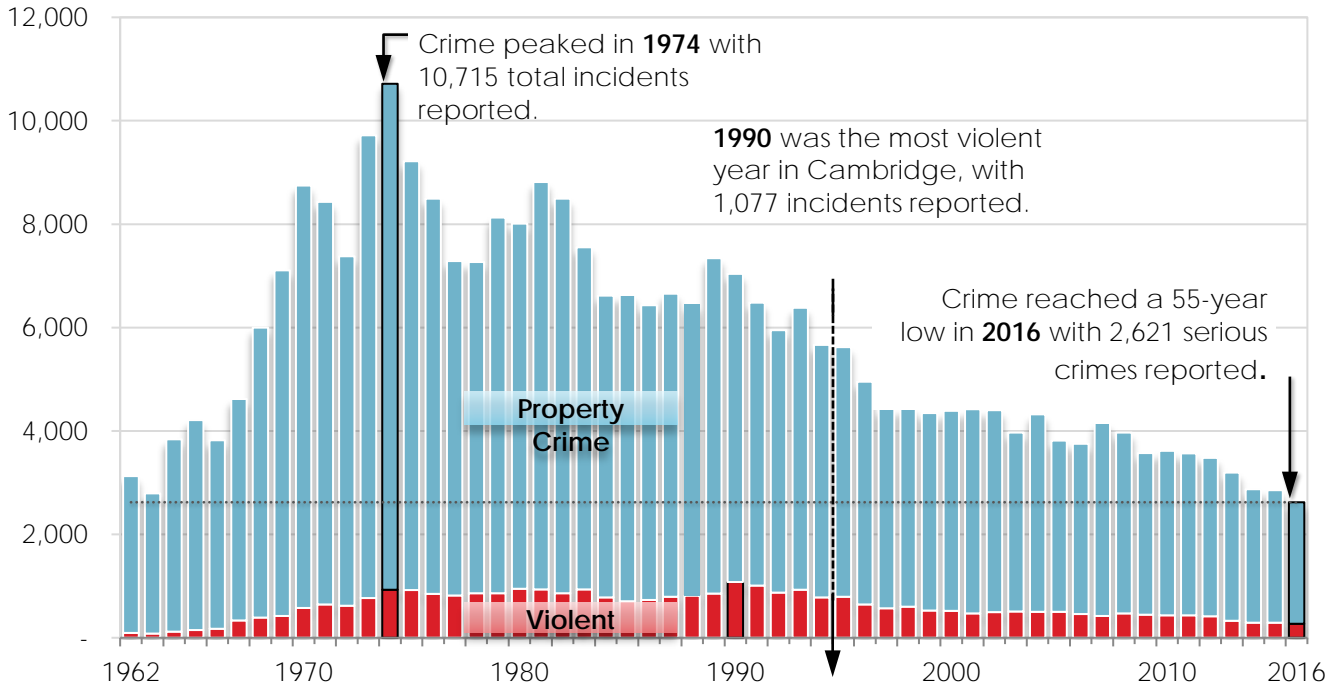


TOTAL FIRES



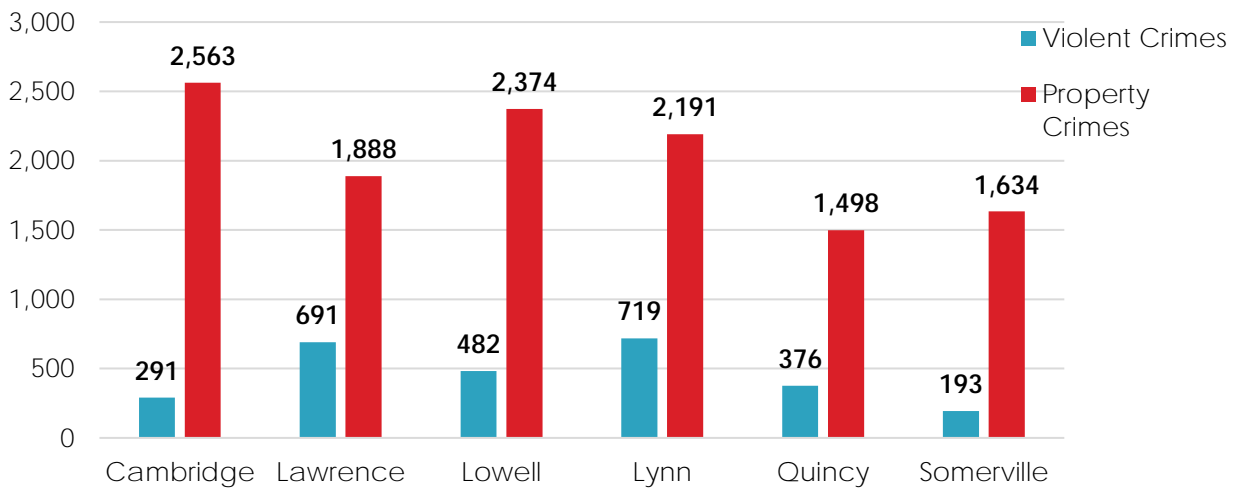
BENCHMARKS - PUBLIC SAFETY

55 YEARS OF CRIME IN CAMBRIDGE
Part I Index Crimes Reported to the Police Annually*



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

CRIME COMPARISON TO NEARBY COMMUNITIES (2015)



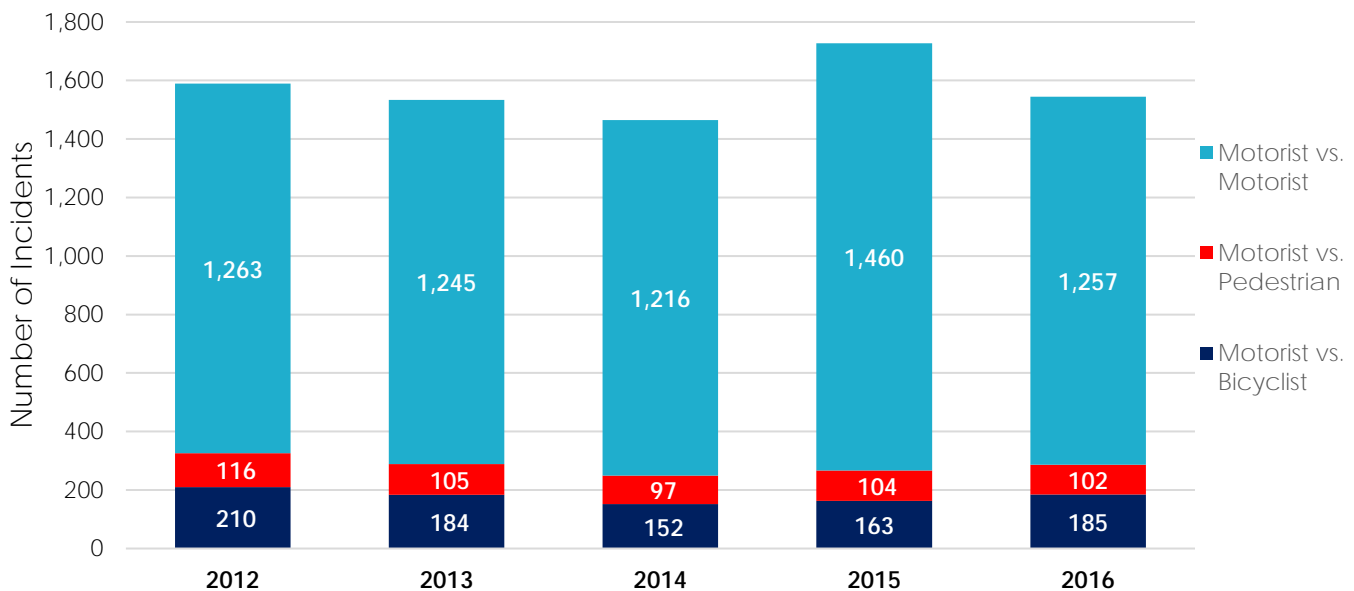
Note: This table is based on information from the FBI's Uniform Crime Reports. The latest available data available for comparison is from 2015.

BENCHMARKS – PUBLIC SAFETY

COMPARISON OF 2015 AND 2016 CAMBRIDGE CRIME INDEX

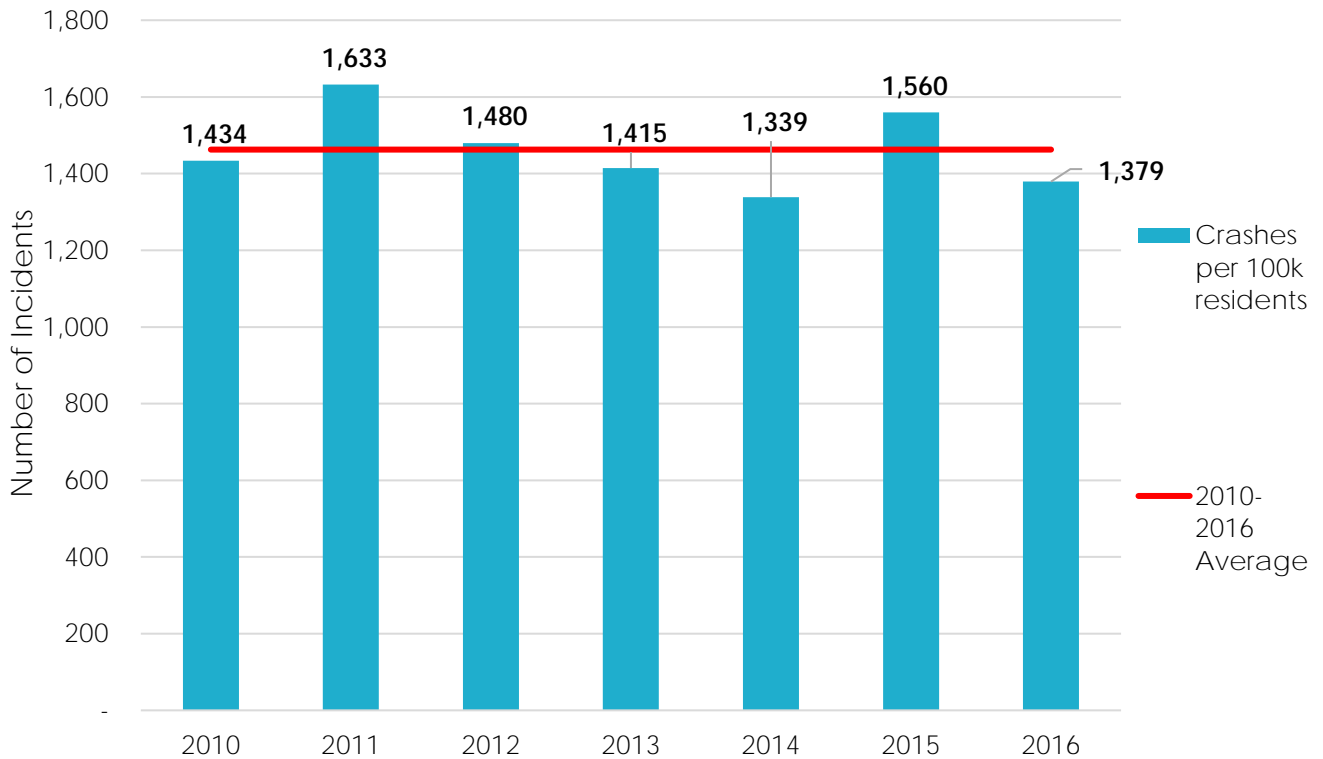
CRIME	JAN - DEC 2015	JAN - DEC 2016	% CHANGE
Murder	3	2	-33%
Rape	25	27	8%
Robbery	77	81	5%
Commercial	23	23	0%
Street	54	58	7%
Aggravated Assault	186	161	-13%
TOTAL VIOLENT	291	271	-7%
Burglary	438	308	-30%
Commercial	100	45	-55%
Residential	338	263	-22%
Larceny	2,000	1,932	-3%
From Building	345	297	-14%
Motor Vehicle	404	372	-8%
From Person	181	221	22%
Of Bicycle	362	375	4%
Shoplifting	333	326	-2%
From Residence	289	270	-7%
Of MV Plate	25	22	-12%
Of Services	16	17	6%
Miscellaneous	45	32	-29%
Auto Theft	125	110	-12%
TOTAL PROPERTY CRIME	2,563	2,350	-8%
CRIME INDEX TOTAL	2,854	2,621	-8%

CPD REPORTABLE CRASH DATA: CALENDAR YEAR 2012-2016

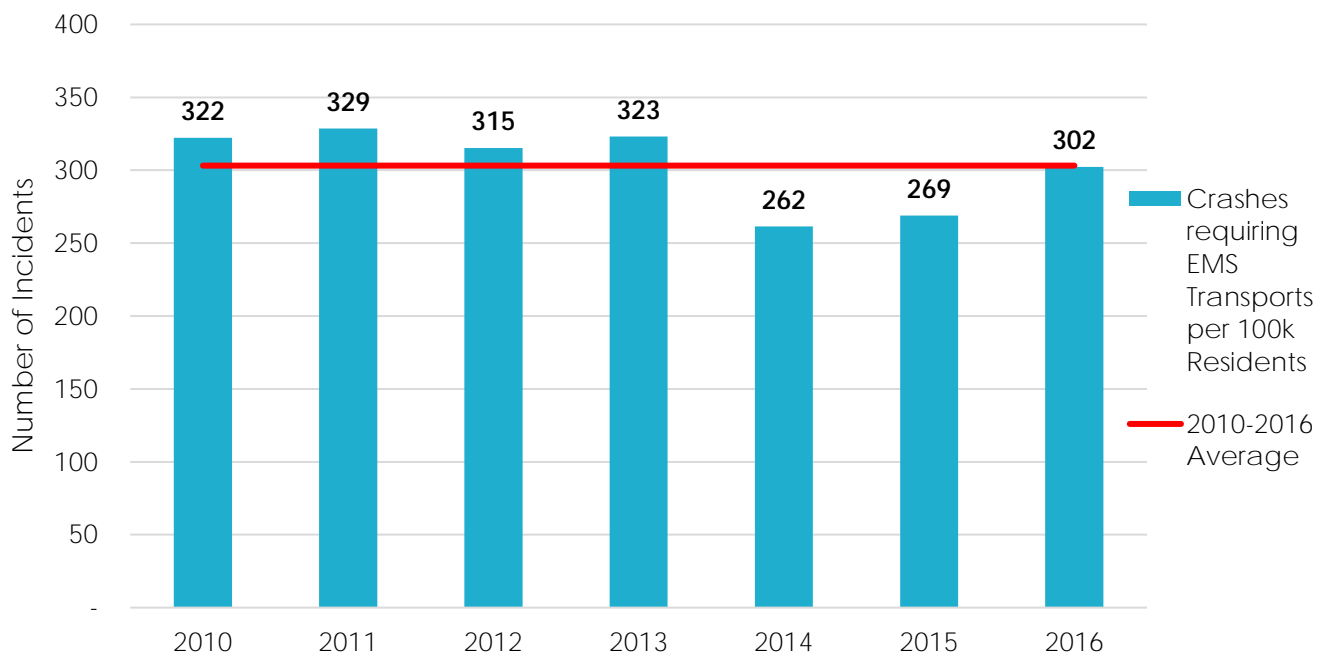


BENCHMARKS - PUBLIC SAFETY

ALL REPORTABLE CRASHES PER 100K RESIDENTS

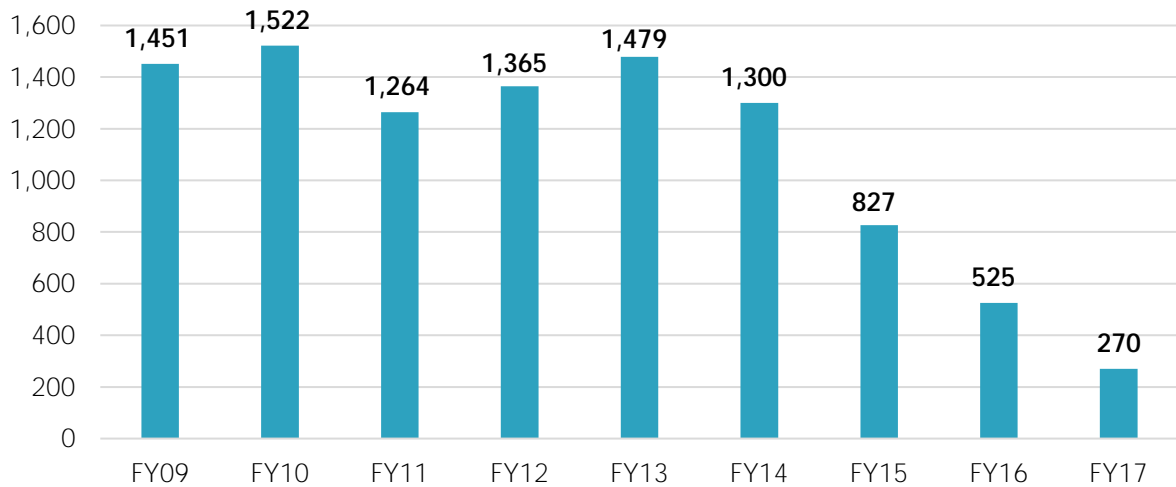


CRASHES RESULTING IN EMS TRANSPORT, PER 100K RESIDENTS



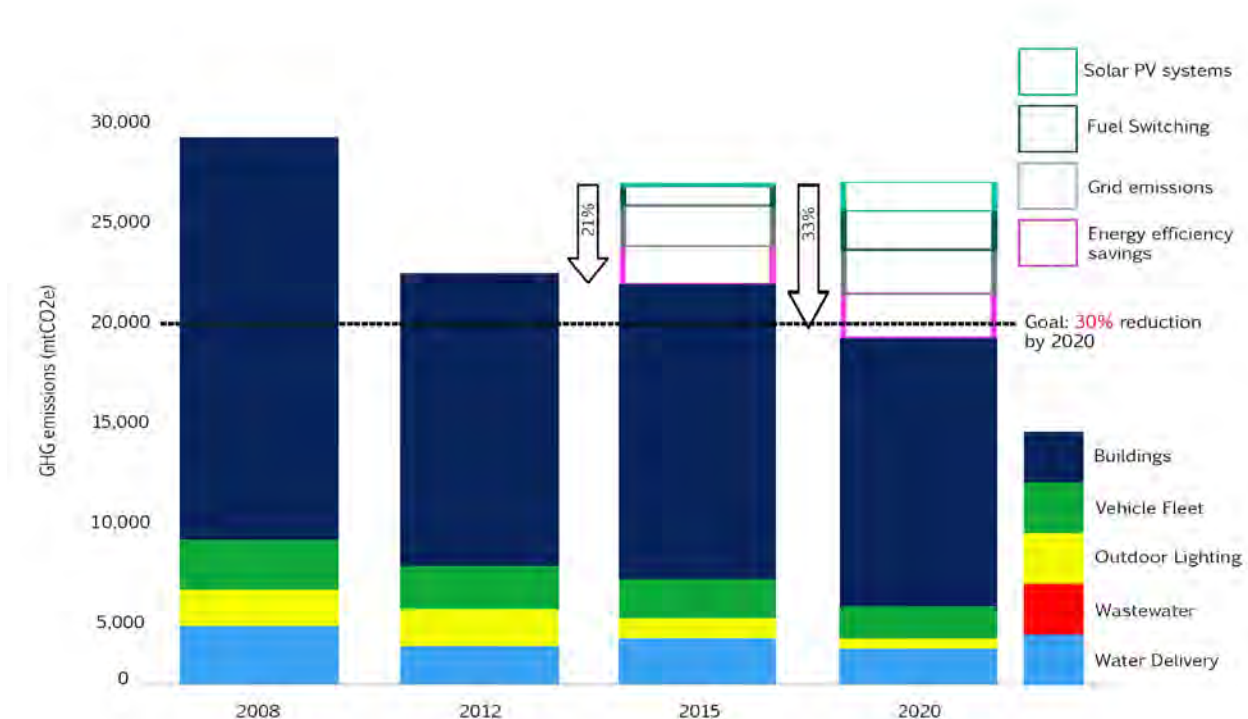
BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

STREETLIGHT OUTAGES



Note: Due to ongoing LED streetlight conversion, streetlight repairs and outages have been reduced significantly. The FY17 number is a projection.

2020 MUNICIPAL GREENHOUSE GAS REDUCTION STRATEGY

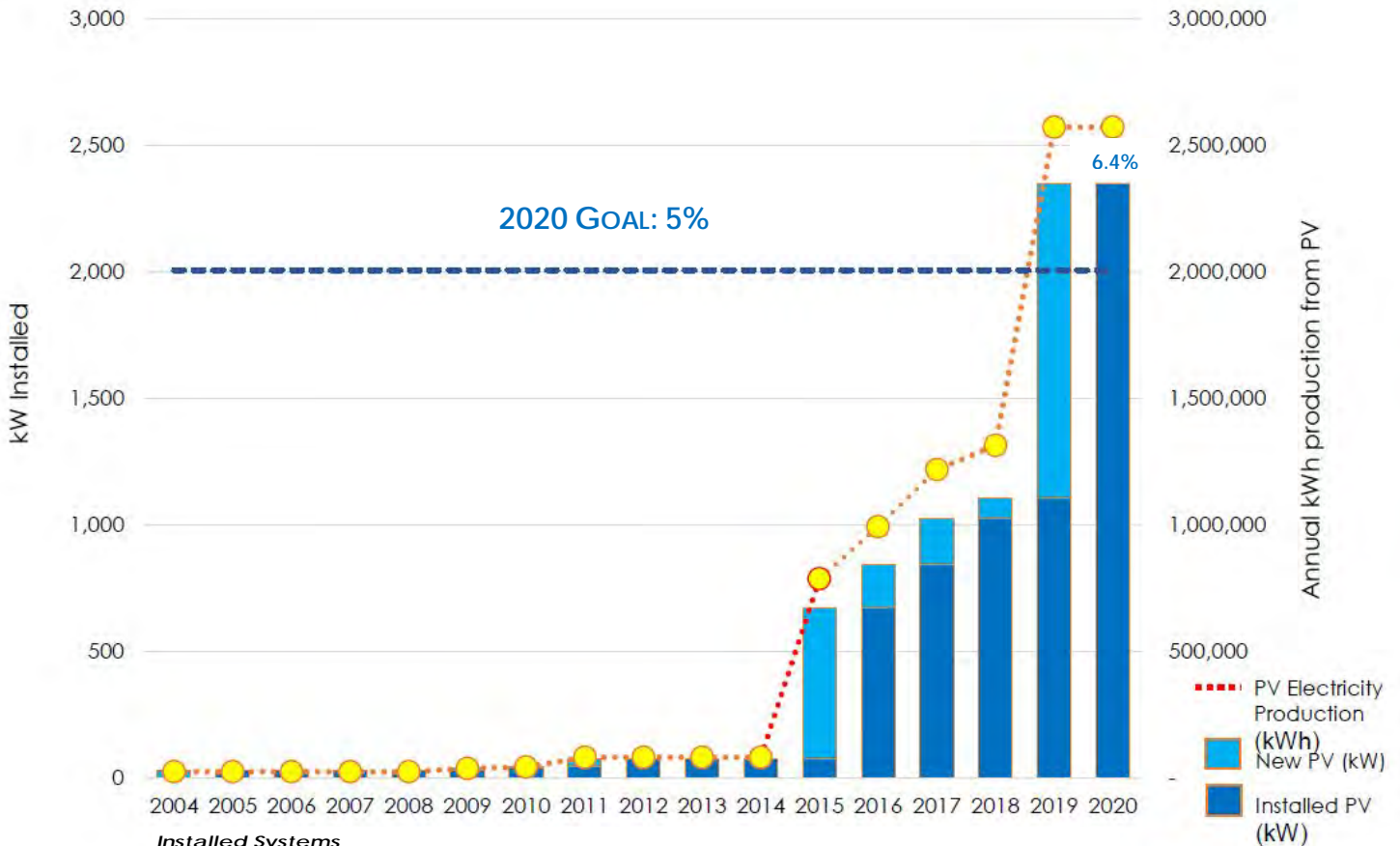


Note: Substantial investments in energy efficiency and clean energy, along with a cleaner regional fuel supply, have the City on target to achieve a 30% reduction in greenhouse gas (GHG) emissions from municipal operations by 2020. Intensive planning is underway through the Municipal Facilities Improvement Plan, Zero Waste Master Plan, and the Clean Fleet Initiative to develop strategies for 2030 and beyond with the goal of reaching net zero emissions.

BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

Note: In 2015 the City set a goal of increasing the portion of municipal energy use supplied by renewable energy on city property to 5% percent by 2020. The charts below illustrate the City’s progress in installing onsite solar photovoltaic systems (PV). With seven systems operating and five more in study or design, the City expects to meet the goal in 2019, one year ahead of schedule. Several additional arrays are under consideration as the City looks beyond 2020 toward the 2050 Net Zero Action Plan targets.

PROGRESS TOWARD 2020 MUNICIPAL SOLAR GOAL



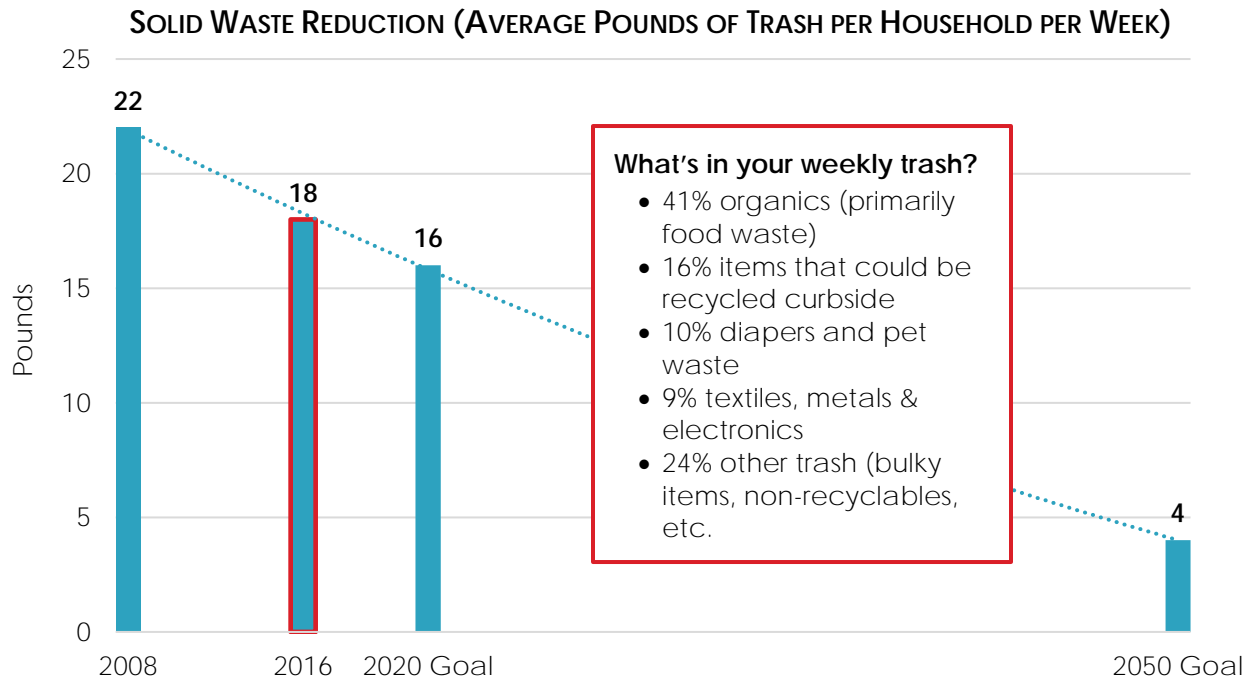
Installed Systems

Year	Project	PV Capacity (kW)	Total Installed PV Capacity (kW)	Annual PV Electricity Production (kWh)	Total PV Electricity Production (kWh)
2004	City Hall Annex	26.5	26.5	22,707	22,707
2009	Russell Youth & Community Center	9.6	36.1	11,992	34,699
2010	DPW Frazier Building & Frisoli Youth Center	5.3	41.4	6,881	41,580
2011	Cambridge Rindge & Latin High School	31.4	72.8	37,892	79,472
2015	MLK Jr. School	597.6	670.3	705,110	784,582
2016	Sullivan Water Treatment Facility	170.0	840.3	207,000	991,582

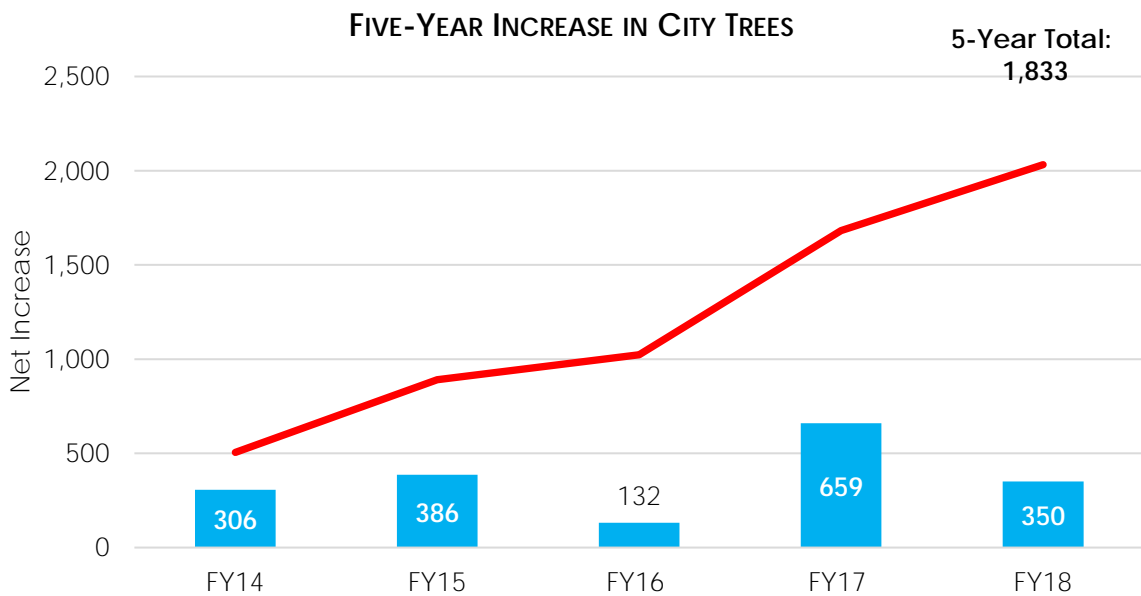
Study or Design Phase: Preliminary amounts, subject to change

2017	Citywide Senior Center (10kW) & Kennedy Longfellow School (175kW)	185.0	1,025.3	225,330	1,216,912
2018	Fletcher Maynard Academy (38.3) & Main Library (40kW)	78.3	1,103.6	95,369	1,312,281
2019	King Open and Cambridge Street Upper School	1,243.6	2,347.2	1,258,303	2,570,584
2020			2,347.2		2,570,584

BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

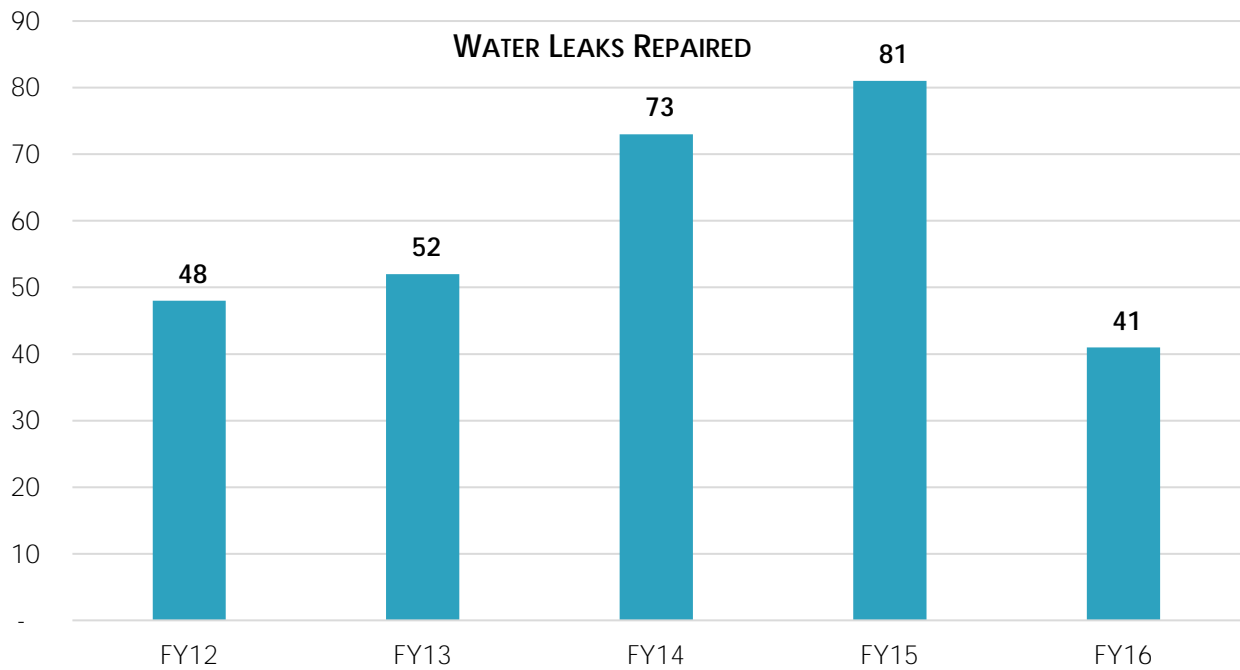


Note: Through initiatives such as curbside organics collection and continued efforts to improve curbside recycling rates, the City is working to reduce trash, increase recycling, and divert food and other reusable materials from the waste stream. The chart above shows the City's progress in meeting the 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.

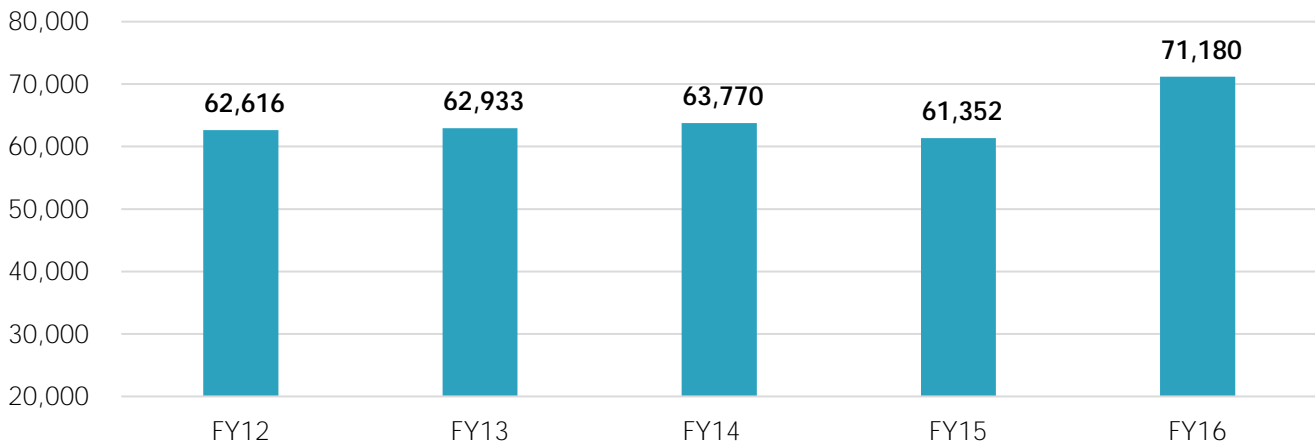


Note: Figures for FY16 and FY17 are projections. The FY16 tree level is low due to City activities focused on development of planting specifications promoting tree health and longer lifespan.

BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT



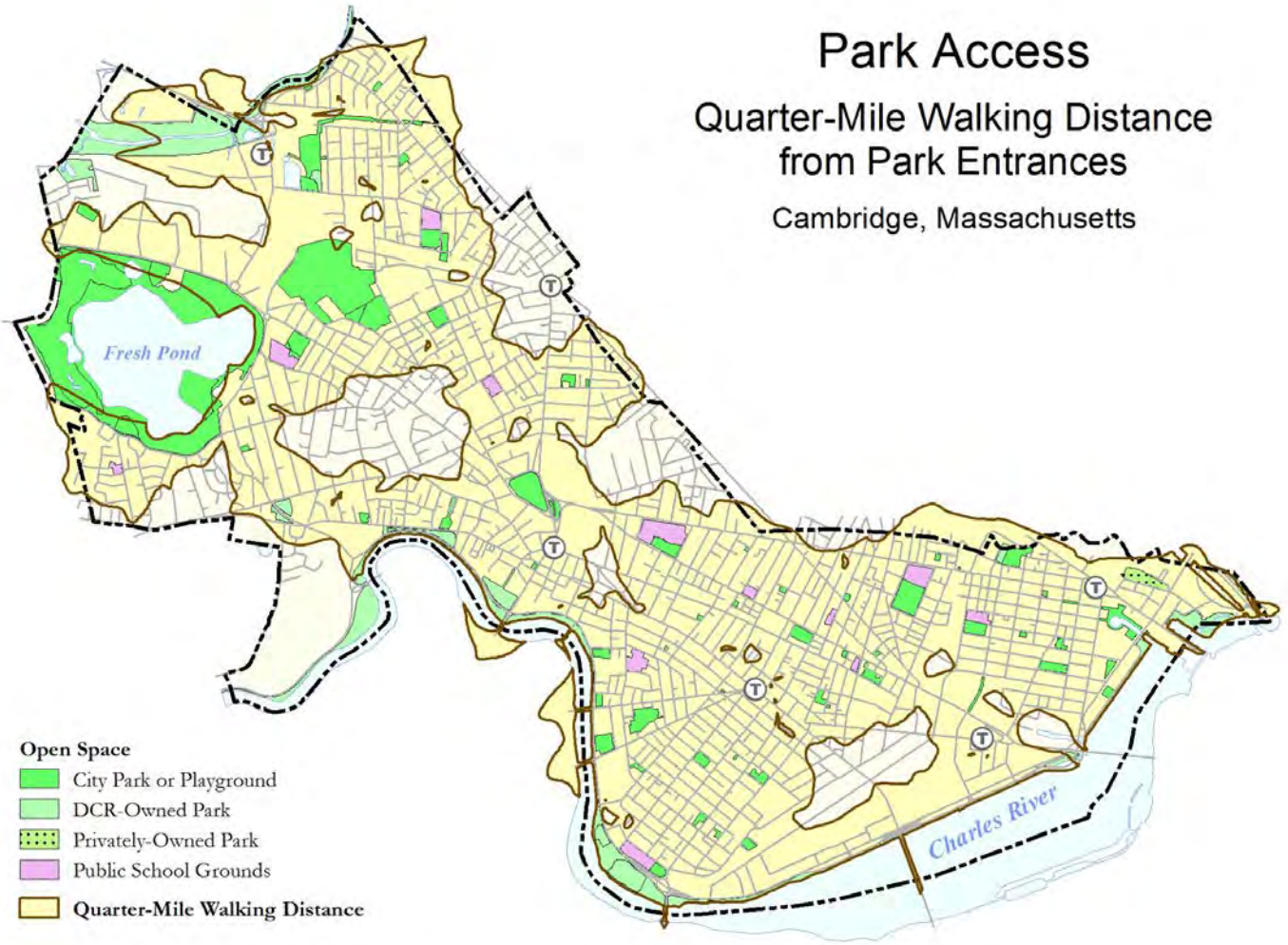
TOTAL WATER QUALITY, TREATMENT, AND WATERSHED TESTS PERFORMED



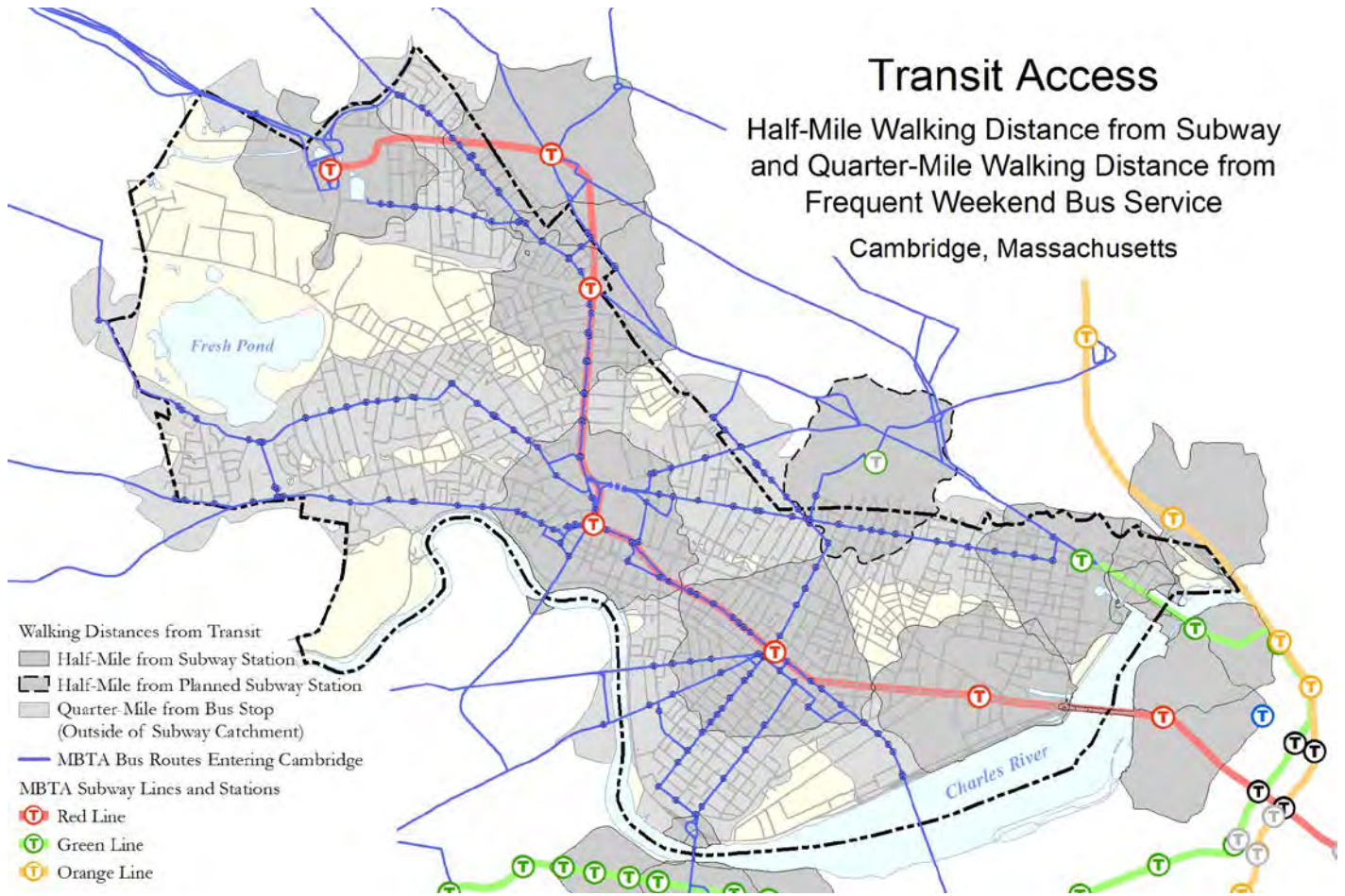
Note: The increase in FY16 is due to a new lab management information system, which allows for more efficient data tracking.

Park Access

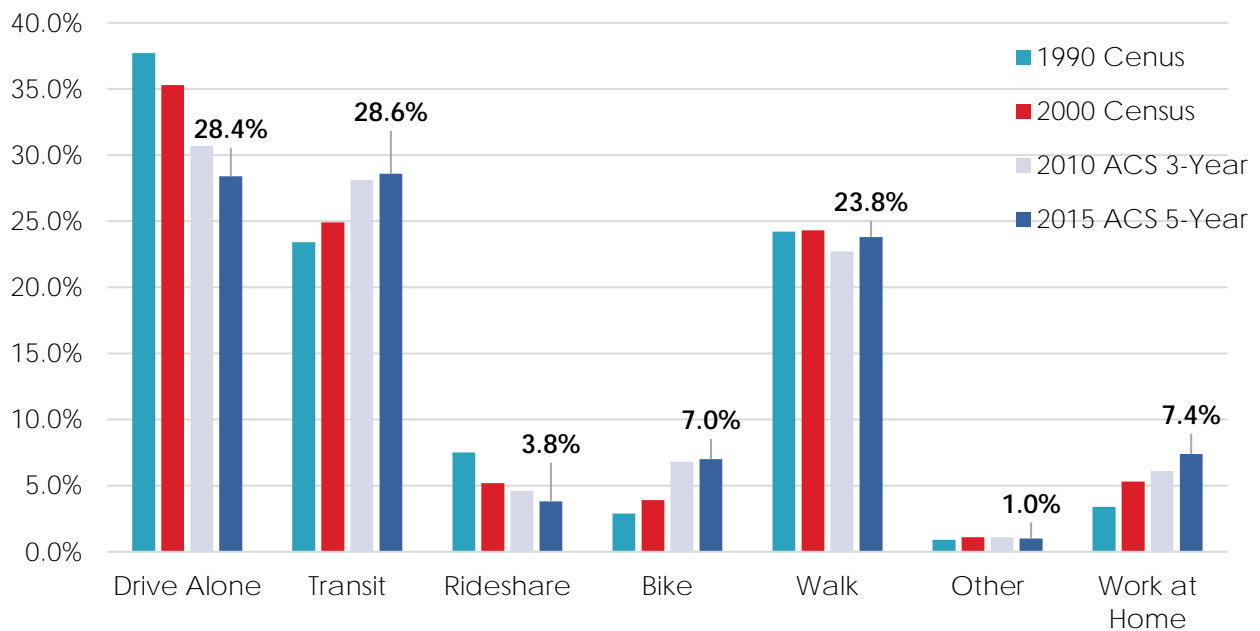
Quarter-Mile Walking Distance
from Park Entrances
Cambridge, Massachusetts



BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

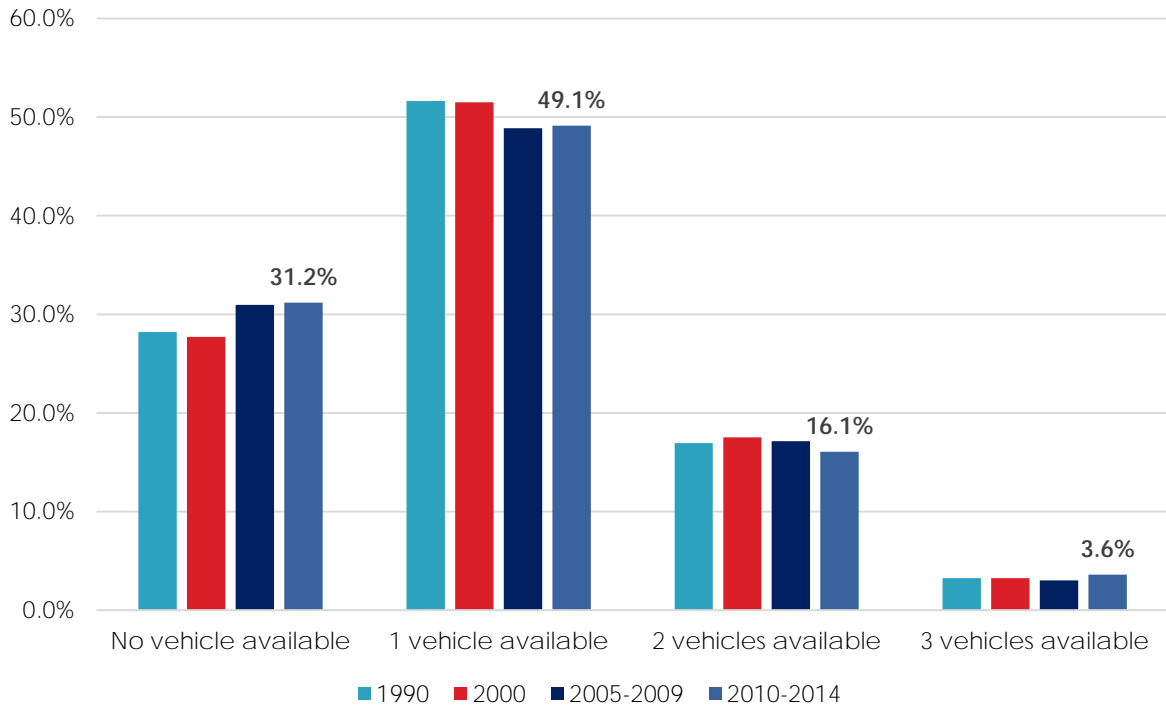


RESIDENTS OF CAMBRIDGE: MODE TO TRAVEL TO WORK

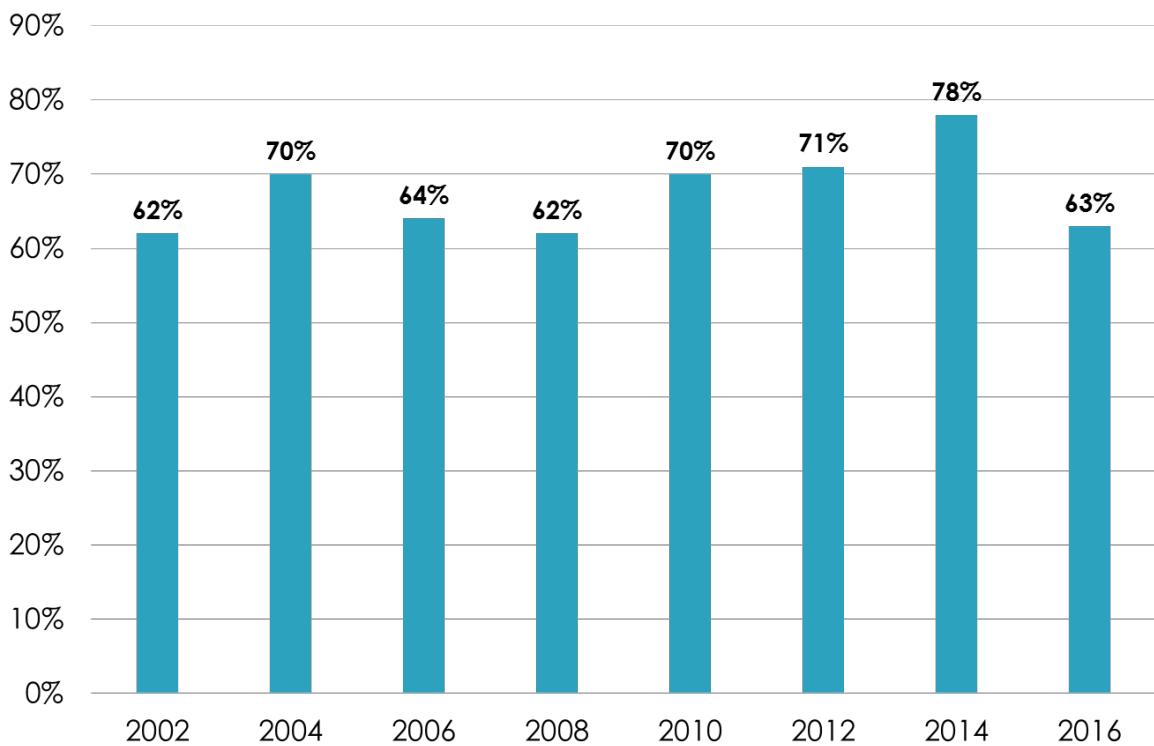


BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

% ZERO-VEHICLE HOUSEHOLDS INCREASED

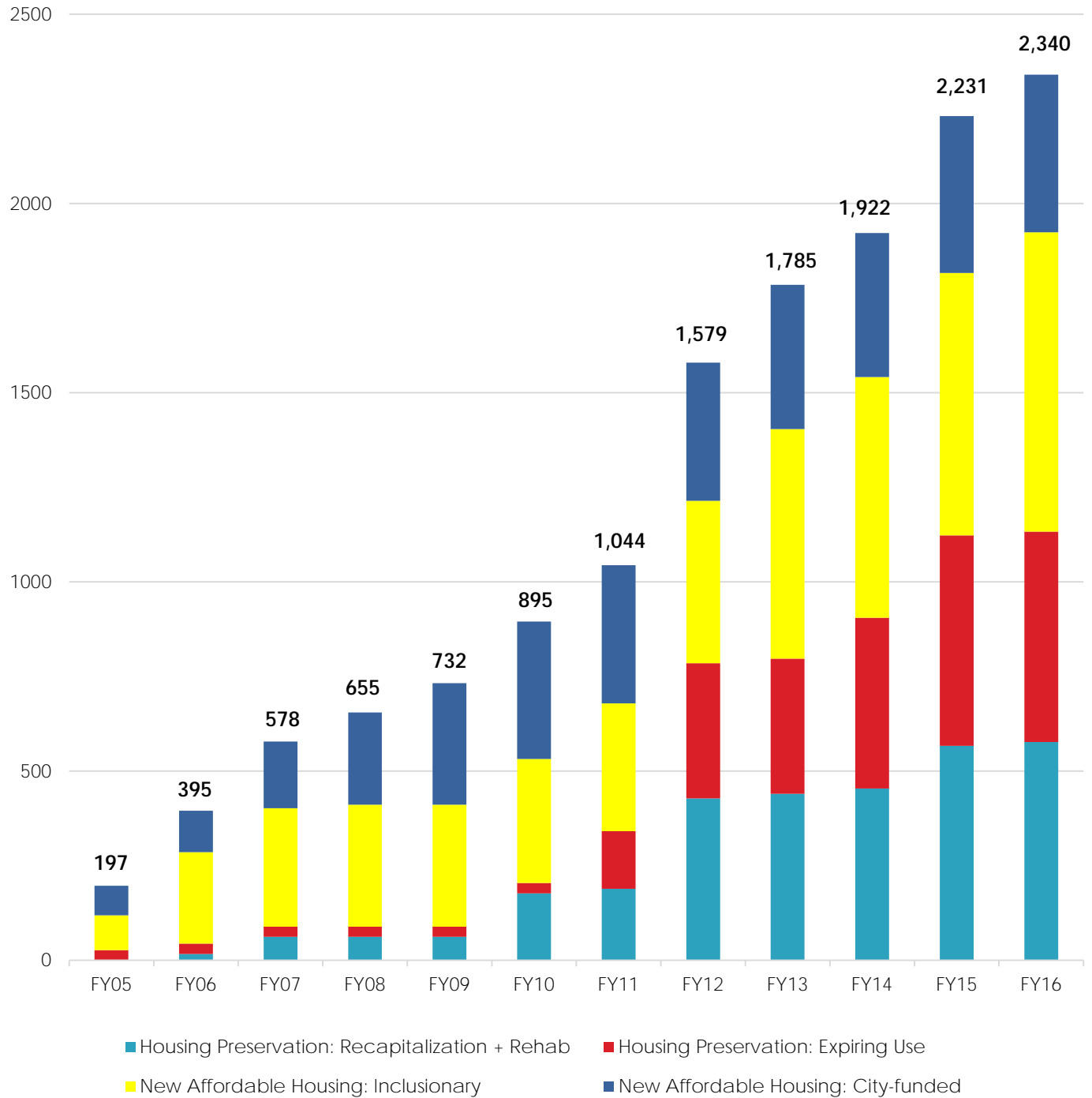


RESIDENTS RESPONDING "EXCELLENT" OR "GOOD" WHEN ASKED TO EVALUATE SENSE OF COMMUNITY IN CAMBRIDGE



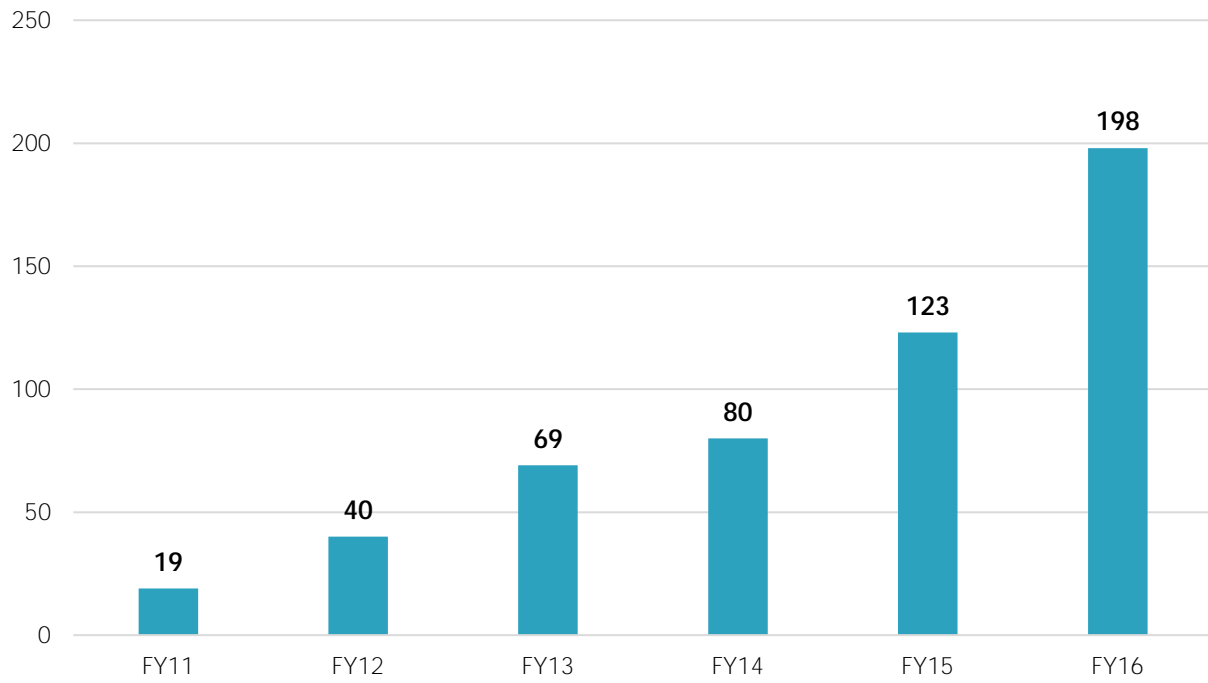
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

AFFORDABLE HOUSING PRESERVATION AND PRODUCTION SUMMARY (TOTAL CUMULATIVE UNITS)

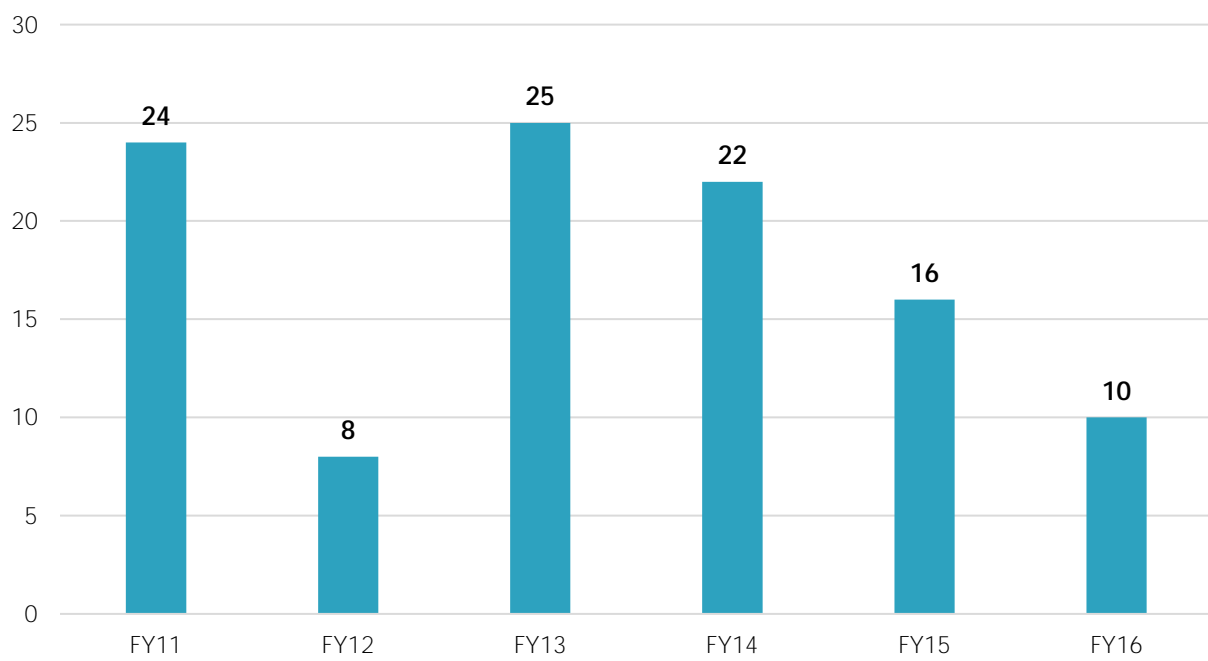


BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

NEW APPLICANTS HOUSED - INCLUSIONARY RENTAL HOUSING



PURCHASERS OF CITY-ASSISTED AFFORDABLE HOMES



BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

FY16 REGIONAL LIBRARY USE

LOCATION	ANNUAL HOURS (ALL LOCATIONS)	PROGRAM ATTENDANCE	CIRCULATION	CIRC. PER CAPITA	FY16 COST PER HOUR OPEN	BORROWED FROM OTHER LIBRARIES	LENT TO OTHER LIBRARIES
Arlington	4,689	28,862	756,226	18	\$550	87,777	57,900
Brookline	7,788	34,714	1,152,953	22	\$536	165,956	131,625
Cambridge	12,673	81,318	1,610,055	16	\$781	196,491	132,028
Lexington	3,256	20,603	853,788	28	\$823	102,073	62,915
Newton	3,436	55,772	1,649,162	21	\$1,709	155,511	154,402
Quincy	6,977	31,339	767,009	9	\$470	41,953	32,407
Somerville	7,910	15,757	354,339	5	\$270	63,342	42,473
Watertown	3,502	24,961	646,595	21	\$790	70,094	57,988
Wellesley	5,993	31,317	739,316	30	\$451	57,309	124,410
Worcester	12,897	21,796	963,031	6	\$515	61,281	77,618
AVERAGE	6,912	34,644	949,247	18	\$690	100,179	87,377

HUMAN SERVICE PROGRAM STATS

- Each year, nearly 900 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 40% of Cambridge’s youth ages 14-17 were employed through the Mayor’s Summer Youth Employment Program and through Human Services’ 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 159 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 57 individual programs from 24 organizations that work to create and enhance systems to meet the needs of the City’s homeless population.
- Each year, over 700 families with children under the age of eight participate in strengths-based parenting education programs and activities to support them as their children’s first and most important teachers. Through the Baby University intensive parenting support program, over 35 mothers and fathers of children four and under participate each year in a 14-week series of workshops, playgroups, and home visits. More than 130 parents participate each year as graduates of the program in ongoing home visits, field trips, and family events.

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
GENERAL GOVERNMENT				
CITY CLERK				
Business Production Analyst/Project Manager	1	1	1	0
City Clerk	1	1	1	0
Deputy City Clerk	1	1	1	0
Operations Manager	1	1	1	0
Principal Clerk	6	5	5	0
Vital Records Supervisor	0	1	1	0
TOTAL	10	10	10	0
CITY COUNCIL				
Administrative Project Assistant	1	1	1	0
Executive Assistant to City Council	1	1	1	0
TOTAL	2	2	2	0
ELECTION COMMISSION				
Administrative Assistant	1	1	0	-1
Assistant Director	1	1	1	0
Election Commissioner	4	4	4	0
Executive Director	1	1	1	0
Operations Manager	0	0	1	1
Senior Clerk & Typist	1	2	2	0
TOTAL	8	9	9	0
EXECUTIVE				
Affirmative Action Director	1	1	0	-1
Assistant to City Manager	1	1	1	0
City Manager	1	1	1	0
Communications & Community Relations Director	1	1	1	0
Deputy City Manager	1	1	1	0
Director of Equity and Inclusion	0	0	1	1
Domestic & Gender-Based Violence Prevention Coordinator	1	1	1	0
Executive Assistant to City Manager	1	1	2	1
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
TOTAL	11	11	12	1
FINANCE				
Administration - Administrative Assistant to Finance Director	1	1	0	-1
Administration - Assistant City Manager for Fiscal Affairs	1	1	1	0
Assessing - Administrative Assistant	1	1	1	0
Assessing - Assessment Analyst	2	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
Assessor - Commercial Assessor	0	1	1	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Assessing - Commercial Review Appraiser	1	0	0	0
Assessing - Customer Service Supervisor	0	1	1	0
Assessing - Customer Service Representative/Deed Specialist	1	1	1	0
Assessing - Director of Assessment	1	1	1	0
Assessing - Manager of Assessing Operations	1	1	1	0
Assessing - Senior Assistant Assessor	1	1	1	0
Assessing - Senior Assistant Assessor for Field Operations	1	1	1	0
Auditing - Account Clerk	1	1	1	0
Auditing - Account/Financial Reporting Analyst	1	1	1	0
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	4	4	0
Budget - Budget Director	1	1	1	0
IT - Assistant Director of IT Administration	1	1	1	0
IT - Assistant Director of IT Infrastructure	1	1	1	0
IT - Audio Visual Technician	0	1	1	0
IT - Business Analyst/Project Manager	3	3	3	0
IT - Chief Information Officer	1	1	1	0
IT- Customer Relationship Project Manager	0	1	1	0
IT - Database Administrator	1	1	1	0
IT - Enterprise Applications Specialist	1	1	1	0
IT - Geographic Information Systems (GIS) Manager	1	1	1	0
IT - GIS Programmer Analyst	1	1	1	0
IT - GIS Technical Specialist	1	1	1	0
IT - MIS Project Manager	1	1	1	0
IT - Network Engineer	1	1	1	0
IT - Network Manager	1	1	1	0
IT - Open Data Program Manager	1	1	1	0
IT - Physical Security	0	1	1	0
IT - Senior Programmer/System Analyst	1	1	1	0
IT - Systems Administrator	3	4	3	-1
IT - Systems Administration Manager	0	0	1	1
IT - Technical Support Specialist	4	5	5	0
IT - Technical Support Supervisor	1	1	1	0
IT- Technology Training Coordinator	0	0	1	1
IT - Web Content Specialist	1	1	1	0
IT- Web Designer	0	0	1	1
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

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Personnel - Assistant Director of HR Administration	1	1	1	0
Personnel - Assistant Director of HR Development	1	1	1	0
Personnel - Benefits & Compensation Manager	1	1	1	0
Personnel - Business Process Analyst	0	0	1	1
Personnel - Employee Benefits Services Representative	1	1	1	0
Personnel - Employment Assistant	1	1	0	-1
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	2	2	0
Purchasing - Buyer	3	3	3	0
Purchasing - Construction Procurement Manager	1	0	0	0
Purchasing - Construction & Sustainable Specialist	0	0	1	1
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 - Business Production Analyst/Project Manager	0	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 - Revenue Analyst	0	0	1	1
Treasury - Senior Account Clerk	2	2	2	0
TOTAL	87	94	97	3
GENERAL SERVICES				
Machine Operator	1	1	1	0
Supervisor of Printing	1	1	1	0
TOTAL	2	2	2	0
LAW				
Administrative Assistant	2	2	2	0
Assistant City Solicitor	5	5	6	1
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
Public Records Access Officer	0	0	1	1

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
TOTAL	11	11	13	2
MAYOR				
Aide to Mayor	1	0	0	0
Assistant to Mayor	3	1	0	-1
Chief of Staff	1	1	1	0
Director of Constituent Services	0	1	1	0
Education Liaison	0	1	1	0
Executive Assistant to the Mayor	0	1	1	0
Housing Advisor	0	1	0	-1
TOTAL	5	6	4	-2
PUBLIC CELEBRATIONS				
Arts Council Director	1	1	1	0
Community Arts Administrator	0	0	1	1
Community Arts Director	1	1	1	0
Public Arts Administrator	1	1	1	0
Public Arts Programming Director	1	1	1	0
TOTAL	4	4	5	1
PUBLIC SAFETY				
ANIMAL COMMISSION				
Animal Commission Director	1	1	1	0
Animal Control Officer	2	2	3	1
TOTAL	3	3	4	1
ELECTRICAL				
Administrative Assistant	1	1	1	0
Assistant City Electrician	1	1	1	0
City Electrician	1	1	1	0
Electrical Engineer	1	0	0	0
Electrician	6	8	8	0
Electrician Coordinator	2	2	2	0
Senior Electrical Manager	0	1	1	0
TOTAL	12	14	14	0
EMERGENCY COMMUNICATIONS				
Administrative Assistant	1	1	1	0
Application & Database Manager	1	1	1	0
Assistant Director of Public Safety IT	0	0	1	1
Assistant Director of Training & Administration	0	1	1	0
Chief of Operations	1	1	1	0
Emergency Communications Supervisor	7	7	7	0
Emergency Communications Director	1	1	1	0
Emergency Telecommunications Dispatcher	27	28	28	0
Fire Alarm Operator	2	1	1	0
Infrastructure Manager	0	0	1	1
Manager of Public Safety Technical Support	0	0	1	1
Public Safety Technical Support Specialist	0	0	2	2

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Radio Telecommunications Manager	0	0	1	1
Radio Telecommunications Senior Systems Administrator	0	0	1	1
Systems Administrator	0	0	1	1
Technical Support Specialist	1	1	1	0
TOTAL	41	42	50	8
FIRE				
Administrative Assistant	3	2	2	0
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	1	1	0
Radio/IT Manager	1	1	0	-1
System Administrator	1	1	0	-1
TOTAL	285	285	283	-2
INSPECTIONAL SERVICES				
Administrative Assistant	4	5	5	0
Assistant Commissioner	1	1	1	0
Building Inspector	5	5	5	0
Clerk	1	0	0	0
Code Inspector	1	1	1	0
Commissioner	1	1	1	0
Deputy Commissioner	1	1	0	-1
Manager of ISD Operations	0	0	1	1
Plumbing & Gas Inspector	2	2	2	0
Records Coordinator	1	1	1	0
Sanitary/Housing Inspector	6	7	7	0
Senior Building Inspector	1	1	1	0
Wire Inspector	2	2	2	0
Zoning Specialist	1	1	1	0
TOTAL	27	28	28	0
LICENSE COMMISSION				
Administrative Assistant	3	3	3	0
Business Production Analyst/Project Analyst	1	1	1	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 Director	1	1	1	0
License Commission Chair	1	1	1	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Office Manager	1	1	1	0
TOTAL	10	10	10	0
POLICE				
Account Clerk	1	1	1	0
Assistant Fiscal Director	0	1	1	0
Assistant Fleet Manager	0	1	1	0
Chief Administrative Officer	1	1	1	0
Clerk	5	5	5	0
Crime Analyst	1	2	2	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	1	0	0	0
Fleet Manager	1	1	1	0
Forensic Identification Specialist	1	1	1	0
Information System Manager	1	1	0	-1
Information System Specialist	1	1	0	-1
Junior Accountant	1	1	1	0
Latent Fingerprint Examiner	1	1	1	0
Licensed Social Worker	1	1	1	0
Motor Equipment Repairperson	1	1	1	0
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	1	1	0
Police Officer	218	218	218	0
Police Sergeant	34	34	34	0
Police Superintendent	2	2	2	0
Property Clerk	2	2	2	0
Records Administrator	1	1	1	0
Senior Account Clerk	1	1	1	0
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	0	-1
Training Coordinator	1	1	1	0
TOTAL	318	319	316	-3
POLICE REVIEW AND ADVISORY BOARD				

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Project & Outreach Coordinator	1	0	0	0
TOTAL	1	0	0	0
TRAFFIC PARKING & TRANSPORTATION				
Administrative Assistant	2	2	3	1
Administrative Hearings Officer	1	1	1	0
Assistant Coordinator of Parking Services	1	1	1	0
Assistant Director for Parking Management	1	1	1	0
Assistant Director for Street Management	1	1	1	0
Assistant Parking Services Manager for Operations	1	1	1	0
Director of Traffic, Parking & Transportation	1	1	1	0
Engineering Manager	0	1	1	0
Engineering Technician	0	0	1	1
Fiscal & Administrative Manager	1	1	1	0
Operational Foreperson	1	1	1	0
Parking Control Officer	34	34	34	0
Parking Control Officer Assistant Supervisor	0	0	1	1
Parking Control Supervisor	2	2	2	0
Parking Enforcement Manager	1	1	1	0
Parking Services Manager	1	1	1	0
Parking Ticket Analyst	1	1	1	0
Parking Violation Cashier	6	6	5	-1
Personnel Analyst	1	1	0	-1
Principal Electrical Engineer	1	0	0	0
Project Manager	1	1	1	0
Senior Storekeeper	1	1	1	0
Street Permit Coordinator	1	1	1	0
Traffic Engineer	2	2	2	0
Traffic Investigator	1	1	1	0
Traffic Maintenance Worker	13	13	13	0
Transportation Planner	1	1	1	0
Working Foreperson	5	5	5	0
TOTAL	82	82	83	1
WEIGHTS & MEASURES				
Sealer	1	1	1	0
TOTAL	1	1	1	0
COMMUNITY MAINTENANCE AND DEVELOPMENT				
CABLE TELEVISION				
Administrative Assistant	1	1	1	0
Associate Producer	1	1	1	0
Director of Cable Television	1	1	1	0
Master Control Operator	1	1	1	0
Production Manager	0	0	0	0
Videotape Editor	1	1	1	0
TOTAL	5	5	5	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
COMMUNITY DEVELOPMENT				
Administrative Assistant	4	4	4	0
Assistant City Manager for Community Development	1	1	1	0
Assistant Planner	2	5	5	0
Associate Planner	6	7	10	3
Business Production Analyst	0	0	1	1
Chief Fiscal Officer	1	1	1	0
Chief of Policy & Planning	1	1	2	1
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
Executive Assistant to the Assistant City Manager	0	1	1	0
Federal Grants Manager	1	1	1	0
First-Time Homebuyer Coordinator	1	1	1	0
GIS Specialist	1	1	1	0
Project Administrator	1	0	0	0
Project Planner	17	17	14	-3
Receptionist	1	1	1	0
Senior Account Clerk	1	1	1	0
Senior Manager Zoning & Development	0	0	1	1
Senior Planning Information Manager	0	0	1	1
Sustainability Planner	1	1	1	0
Urban Designer	0	0	1	1
TOTAL	45	49	54	5
HISTORICAL COMMISSION				
Archivist/Digital Collections Manager	1	1	1	0
Assistant Director	1	1	1	0
Executive Director	1	1	1	0
Preservation Administrator	1	1	1	0
Preservation Planner	1	1	1	0
TOTAL	5	5	5	0
PEACE COMMISSION				
Executive Director	1	1	1	0
TOTAL	1	1	1	0
PUBLIC WORKS				
Admin. - Accounting Manager	1	1	1	0
Admin. - Accounts Analyst	1	1	1	0
Admin. - Administrative Assistant	3	1	1	0
Admin. - Assistant Commissioner for Administration	1	1	1	0
Admin. - Commissioner of Public Works	1	1	1	0
Admin. - Community Relations Manager	1	1	1	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Admin. - Deputy Commissioner of Public Works	1	1	1	0
Admin. - Fiscal Director	1	1	1	0
Admin. - Fiscal Project Manager	1	1	1	0
Admin. - Human Resources Manager	1	1	1	0
Admin. - Information Systems Manager	1	1	1	0
Admin. - Operations Manager	1	1	1	0
Admin. - Payroll Analyst	1	1	1	0
Admin. - Project Administrator	1	1	1	0
Admin. - Records Administrator	0	2	2	0
Buildings - Administrative Assistant	1	1	1	0
Buildings - Building Maintenance Craftsperson	1	1	1	0
Buildings - Buildings Services Manager	1	1	1	0
Buildings - Carpenter	3	3	3	0
Buildings - Facilities Supervisor	1	1	1	0
Buildings - HVAC Technician	2	2	3	1
Buildings - Laborer	8	9	8	-1
Buildings - Painter	2	2	2	0
Buildings - Plumber	2	2	2	0
Buildings - Projects Coordinator	0	0	1	1
Buildings - Senior Laborer	10	10	10	0
Buildings - Superintendent of Buildings	1	1	1	0
Buildings - Supervisor	1	1	1	0
Buildings - Supervisor of Building Operations	1	1	1	0
Buildings - Supervisor of Building Systems	1	1	1	0
Buildings - Working Foreperson	5	5	5	0
Cemetery - Administrative Assistant	1	1	1	0
Cemetery - Cemetery Maintenance Craftsperson	2	2	2	0
Cemetery - Laborer	3	3	3	0
Cemetery - Motor Equipment Operator	1	1	1	0
Cemetery - Superintendent of Cemeteries	1	1	1	0
Cemetery - Working Foreperson	1	1	1	0
Cemetery - Working Supervisor	1	1	1	0
Engineering - Assistant Commissioner For Engineering	1	1	1	0
Engineering - Clerk of the Works	1	2	2	0
Engineering - Conservation Commission Director	1	1	1	0
Engineering - Co-op Student	2	2	2	0
Engineering - Director of Engineering Services/Sewers	1	1	1	0
Engineering - Engineer	3	3	3	0
Engineering - Engineering Project Coordinator	1	0	0	0
Engineering - GIS Specialist	1	1	1	0
Engineering - Project Administrator	1	1	1	0
Engineering - Project Manager	2	3	3	0
Engineering - Senior Engineer	2	2	2	0
Engineering - Sewer Use Compliance Officer	1	1	1	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Engineering - Supervising Engineer	1	1	1	0
Engineering - Wastewater Compliance Officer	1	1	1	0
Off Hours - Laborer	1	1	1	0
Off Hours - Motor Equipment Operator	3	3	3	0
Off Hours - Supervisor	1	1	1	0
Off Hours - Utility Cover & Catch Basin Builder	1	1	1	0
Off Hours - Working Foreperson	1	1	1	0
Off Hours - Working Supervisor	2	2	2	0
Parks - Assistant Parks Superintendent	1	1	1	0
Parks - City Arborist	1	1	2	1
Parks - Forestry Worker	2	2	2	0
Parks - Gardener	1	1	1	0
Parks - Laborer	4	4	4	0
Parks - Landscape Administrator	1	1	1	0
Parks - Motor Equipment Operator	4	4	4	0
Parks - Painter	1	1	1	0
Parks - Parks Maintenance Craftsperson	9	9	9	0
Parks - Project Administrator	1	1	1	0
Parks - Superintendent of Parks	1	1	1	0
Parks - Supervisor	4	4	4	0
Parks - Tree Climber	2	2	2	0
Parks - Working Foreperson	3	3	3	0
Parks - Working Supervisor	3	3	3	0
Recycling - Compliance Officer	1	1	1	0
Recycling - Director of Recycling	1	1	1	0
Recycling - Recycling Program Manager	2	1	1	0
Recycling - Refuse & Parks Inspector	1	1	1	0
Recycling - Waste Reduction Program Manager	0	1	1	0
Rubbish - Environmental Services Manager	1	1	1	0
Rubbish - Laborer	10	9	8	-1
Rubbish - Motor Equipment Operator	11	11	15	4
Rubbish - Supervisor	1	1	1	0
Rubbish - Working Foreperson	1	1	1	0
Sewers - Co-op Student	1	1	1	0
Sewers - Senior Wastewater/Hydraulic Engineer	1	1	1	0
Sewers - Sewer Cleaner	4	4	4	0
Sewers - Sewer System Maintenance Supervisor	1	1	1	0
Sewers - Supervising Engineer	1	1	1	0
Streets - Administrative Assistant	1	1	1	0
Streets - Compliance Officer	1	1	1	0
Streets - Construction/Utility Inspector	2	2	2	0
Streets - Curbsetter	1	1	1	0
Streets - Highway Maintenance Worker	6	6	6	0
Streets - Laborer	10	11	12	1

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Streets - Motor Equipment Operator	13	16	16	0
Streets - Permit Coordinator	1	1	1	0
Streets - Superintendent of Streets & Bridges	1	1	1	0
Streets - Supervisor	1	1	1	0
Streets - Supervisor of Solid Waste Operations	1	1	1	0
Streets - Working Foreperson	1	2	2	0
Vehicles - Inventory Control Specialist	1	1	1	0
Vehicles - Master Mechanic	1	1	1	0
Vehicles - Motor Equipment Repairperson	5	5	5	0
Vehicles - Working Foreperson	1	1	1	0
Vehicles - Working Supervisor	0	0	0	0
TOTAL	216	222	228	6
WATER				
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
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
Water Quality Supervisor	3	3	3	0
Water System Maintenance Craftsperson	7	8	8	0
Watershed Manager	1	1	1	0
Watershed Supervisor	1	1	1	0
Working Supervisor	6	5	5	0
TOTAL	55	55	55	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
HUMAN RESOURCE DEVELOPMENT				
COMMISSION ON THE STATUS OF WOMEN				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
TOTAL	2	2	2	0
HUMAN RIGHTS COMMISSION				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
TOTAL	2	2	2	0
HUMAN SERVICES				
Admin. - Administrative Assistant	2	2	2	0
Admin. - Agenda for Children Activities Coordinator	1	1	1	0
Admin. - Agenda for Children Coordinator for Literacy	1	1	1	0
Admin. - Assistant City Manager for Human Services	1	1	1	0
Admin. - Assistant Director for Administration	1	1	1	0
Admin. - Assistant Director for Adult & Family Services	1	1	1	0
Admin. - Asst. Director for Children, Youth & Family Services	1	1	1	0
Admin. - Children & Youth Services Planner	1	1	1	0
Admin. - Community Engagement Team Outreach Leader	1	1	1	0
Admin. - Disabilities Commission Executive Director	1	1	1	0
Admin. - Disability Project Coordinator	1	1	1	0
Admin. - Early Childhood Director	0	1	1	0
Admin. - Family Policy Council Executive Director	1	1	1	0
Admin. - Find It! Manager	0	1	1	0
Admin. - Inclusion Services Manager	1	1	1	0
Admin. - Inclusion Specialist	1	1	1	0
Admin. - IT System Administrator	1	1	1	0
Admin. - King Open Assistant Program Manager	1	1	1	0
Admin. - Office of College Success Coordinator	1	1	1	0
Admin. - Operations Manager	0	1	1	0
Admin. - Personnel Administrator & Fuel Director	1	1	1	0
Admin. - Preschool Director/Windsor	0	1	1	0
Admin. - Preschool Teacher	0	7	7	0
Admin. - Program Quality Specialist	0	1	1	0
Admin. - Project Coordinator	1	1	1	0
Admin. - Senior Account Clerk	3	3	3	0
Admin. - Systems Coordinator	1	1	1	0
Admin. - STEAM Coordinator	1	1	1	0
Childcare -Afterschool Manager	0	0	1	1
Childcare - Childcare Coordinator	1	1	1	0
Childcare - Director/Teacher	5	5	5	0
Childcare - Childcare & Family Services Division Head	1	1	1	0
Childcare - Head Teacher	6	6	6	0
Childcare - Preschool Manager	1	1	1	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Childcare - Senior Account Clerk	1	1	1	0
Childcare - Teacher	13	13	13	0
Community Learning Center - Assistant Director	1	1	1	0
Community Learning Center - Division Head	1	1	1	0
Community Learning Center - Fiscal Assistant	1	1	1	0
Community Learning Center - Program Assistant	1	1	1	0
Community Learning Center - Teacher	4	4	4	0
Community Schools - Administrative Assistant	1	1	1	0
Community Schools - Director	12	12	12	0
Community Schools - Division Head	1	1	1	0
Community Schools - Program Director	0	0	3	3
Community Schools - Program Manager	2	2	2	0
COA - Activities & Volunteer Coordinator	1	1	1	0
COA - Administrative Assistant	1	1	1	0
COA - Bus Driver	1	1	1	0
COA - Case Manager	1	1	1	0
COA - Citywide Senior Center Director	1	1	1	0
COA - Director of Client Services	1	1	1	0
COA - Division Head	1	1	1	0
COA - Food Services Manager	1	1	1	0
COA - Intake & Referral Specialist	1	1	1	0
COA - Meals Coordinator	1	1	1	0
COA - North Cambridge Senior Center Director	1	1	1	0
COA - Senior Center Activity Assistant	0	1	1	0
COA - Senior Food Pantry Coordinator	1	1	1	0
Golf - Director	1	1	1	0
Golf - Golf Course Superintendent	1	1	1	0
Golf - Greens Assistant	1	1	1	0
Multi-Service Center - Assistant	1	1	1	0
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
OWD - Adult Employment Director	1	1	1	0
OWD - Career Counselor	2	2	2	0
OWD - Case Manager	1	1	1	0
OWD - Division Head	1	1	1	0
OWD - Employment Coordinator	1	1	1	0
OWD - Employment Planning & Development Director	1	1	1	0
OWD - Employment Services Coordinator	1	1	1	0
OWD - Job Developer	1	1	1	0
OWD - Program Assistant	1	1	1	0
OWD - Senior Job Developer	1	1	1	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
OWD - Senior Youth Programs Manager	1	1	1	0
OWD - Transitional Jobs Coordinator	1	1	1	0
Planning & Development - HMIS Project Manager	1	1	1	0
Planning & Development - Homelessness Planner	1	1	1	0
Planning & Development - Planner/Contract Manager	1	1	1	0
Recreation - Bus Driver	1	1	1	0
Recreation - Center & Aquatics Coordinator	2	1	1	0
Recreation - Danehy Park Assistant Site Supervisor	3	3	3	0
Recreation - Danehy Park Site Supervisor	1	1	1	0
Recreation - Division Head	1	1	1	0
Recreation - Recreation Center Coordinator	0	0	1	1
Recreation - Youth Program Manager	1	1	1	0
Youth - Division Head	1	1	1	0
Youth - Middle School Program Coordinator	1	1	1	0
Youth - Program Quality & Training Director	2	2	2	0
Youth - Special Projects Manager	1	1	1	0
Youth - Youth Center Director	5	5	5	0
Youth - Youth Center Program Director	9	9	9	0
TOTAL	143	155	160	5
LIBRARY				
Administrative Assistant	3	1	0	-1
Assistant Director	1	1	1	0
Associate Librarian	3	2	0	-2
Branch Manager	5	5	5	0
Building Custodian	3	3	3	0
Communications Manager	0	1	1	0
Deputy Director	1	1	1	0
Director of Library & Communications	1	1	1	0
Executive Assistant	0	2	2	0
Facilities Manager	1	1	1	0
Graphic Designer	0	1	1	0
Library Assistant	9	9	8	-1
Library Associate	6	6	5	-1
Library Clerk	2	2	2	0
Literacy Specialist	1	1	1	0
Manager of Adult Services	1	1	2	1
Manager of Borrower Services	1	1	1	0
Manager of Branch Services	0	0	1	1
Manager of Collection Services	1	1	1	0
Manager of Finance & Operations	1	1	1	0
Manager of Innovation & Technology	0	0	1	1
Program & Event Coordinator	0	0	1	1
Senior Building Custodian	1	1	1	0
Senior Librarian	9	8	8	0

POSITION LIST

	FY16 STAFF POSITIONS	FY17 STAFF POSITIONS	FY18 STAFF POSITIONS	FY18 TO FY17 VARIANCE
Senior Technician	2	2	2	0
Staff Librarian	15	15	17	2
Systems Coordinator	1	1	1	0
TOTAL	68	68	69	1
VETERANS' SERVICES				
Director	1	1	1	0
Manager of Veterans' Benefits & Services	1	1	1	0
TOTAL	2	2	2	0
GRAND TOTAL	1,451	1,499	1,526	27

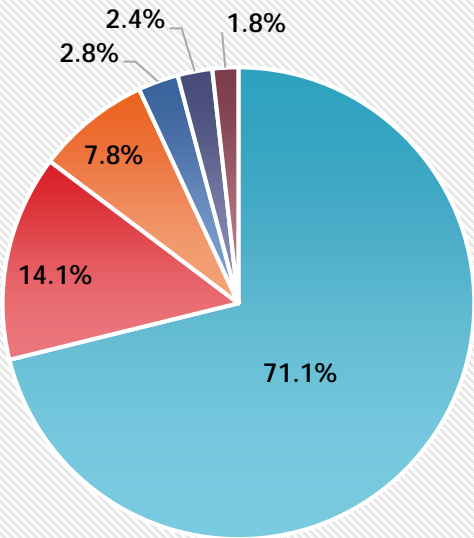
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SECTION III

FINANCIAL SUMMARIES

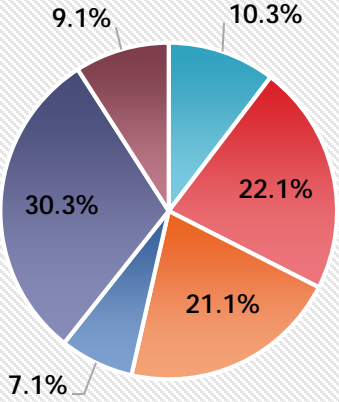
FINANCIAL SUMMARIES – FY18 OPERATING BUDGET

FY18 REVENUES BY CATEGORY: \$605,031,310



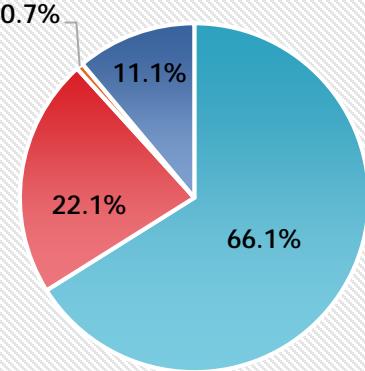
- Taxes: \$430,464,370
- Charges for Services: \$85,472,800
- Intergovernmental Revenue: \$47,260,505
- Licenses & Permits: \$16,744,690
- Miscellaneous Revenue: \$14,370,410
- Fines & Forfeits: \$10,718,535

FY18 EXPENDITURES BY FUNCTION: \$605,031,310



- General Government: \$62,639,180
- Public Safety: \$133,891,510
- Community Maint. & Dev.: \$127,507,975
- Human Resource Development: \$42,982,880
- Education: \$183,046,445
- Intergovernmental: \$54,963,320

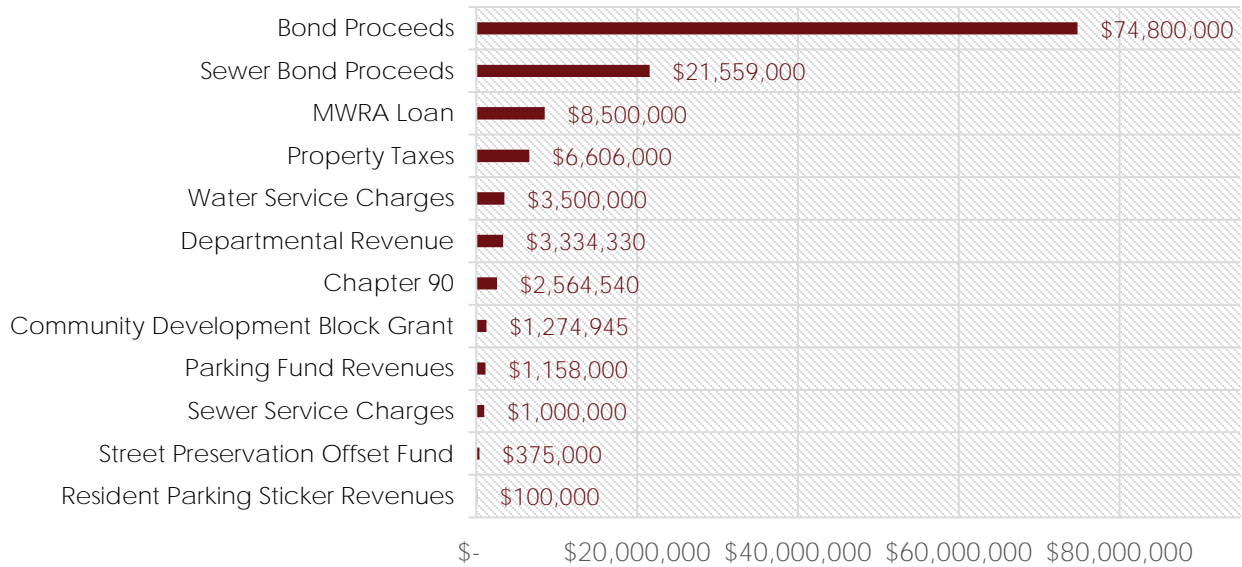
FY18 EXPENDITURES BY STATUTORY CATEGORY: \$605,031,310



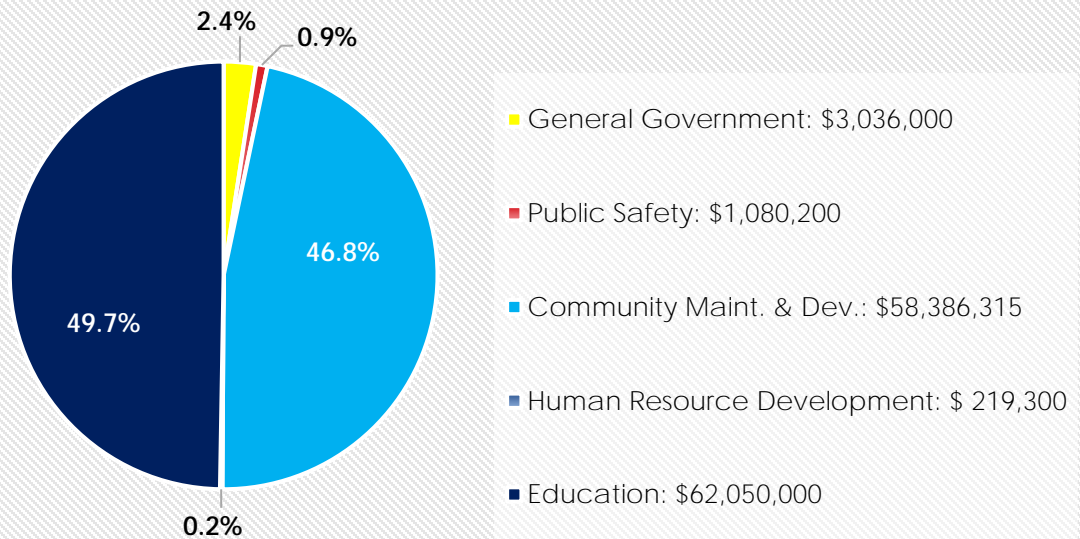
- Salaries & Wages: \$399,829,890
- Other Ordinary Maintenance: \$134,206,130
- Travel & Training: \$3,943,475
- Extraordinary Expenditures: \$67,051,815

FINANCIAL SUMMARIES – FY18 PUBLIC INVESTMENT BUDGET

FY18 FINANCING PLAN BY SOURCE: \$124,771,815



FY18 APPROPRIATION PLAN: \$124,771,815



BUDGET CALENDAR

DECEMBER 14, 2016	Budget Kickoff Meeting. City Manager briefs department heads and fiscal staff on FY18 budget guidelines.
JANUARY 2017 THROUGH 1 WEEK BEFORE DEPARTMENT HEARING	Departments review and update budget materials: <ul style="list-style-type: none"> • Personnel analysis sheets • FY17 revenue and expenditure projections and FY18 requests • Budget presentation templates • FY18 budget narratives • Goals and FY16 actuals, FY17 projections, and FY18 targets for performance measures <p>All supporting documentation must be submitted to Budget Analyst for preliminary review.</p>
JANUARY 20, 2017	Deadline for Capital submissions to the Budget Office.
JANUARY 23, 2017 THROUGH MARCH 17, 2017	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.
JANUARY 25, 2017 & FEBRUARY 14, 2017	Finance Committee Meeting (1/25) with City Council to discuss the FY18 operating and capital budget. The City Council Roundtable (2/14) with School Committee to discuss the FY18 School Department budget.
MARCH 24, 2017	Deadline for submission of Key Initiatives and Benchmarks to Budget Office.
APRIL 24, 2017	City Manager submits Budget to the City Council. Departments update actuals as of 3/31/17 for all existing performance measures.
MAY 2, 2017 THROUGH MAY 11, 2017	City Council's Committee on Finance Budget Hearings.
MAY 22, 2017	Projected adoption date.
JUNE 5, 2017	Deadline for City Council adoption of Budget.
JUNE 26, 2017	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work plans) to City Auditor for execution.
JULY 1, 2017	First day of FY18. Begin execution of FY18 allotment plans.

BUDGET PROCESS

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 FY18 was initiated in November 2016. 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 FY18 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, asked departments to be mindful of the City's new initiatives and the impacts they will have on the operating budget. All Other Ordinary Maintenance, Travel & Training, and Extraordinary Expenditures lines should remain level funded going into the formal presentation with the City Manager. Departments should make an effort to absorb increasing costs due to contractual terms within their budgets and not knowingly under-budget them. The supplemental request process remained the same, with requests for new or expanded services submitted separately outside of the base budget. The FY18 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 FY18 Budget to the City Council on April 24, 2017.

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 2-11, 2017. 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 5). The City Council is projected to adopt the FY18 Budget on May 22, 2017. The annual budget for FY18 becomes effective July 1, 2017.

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

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. The budgetary basis departs from the accounting basis which follows 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

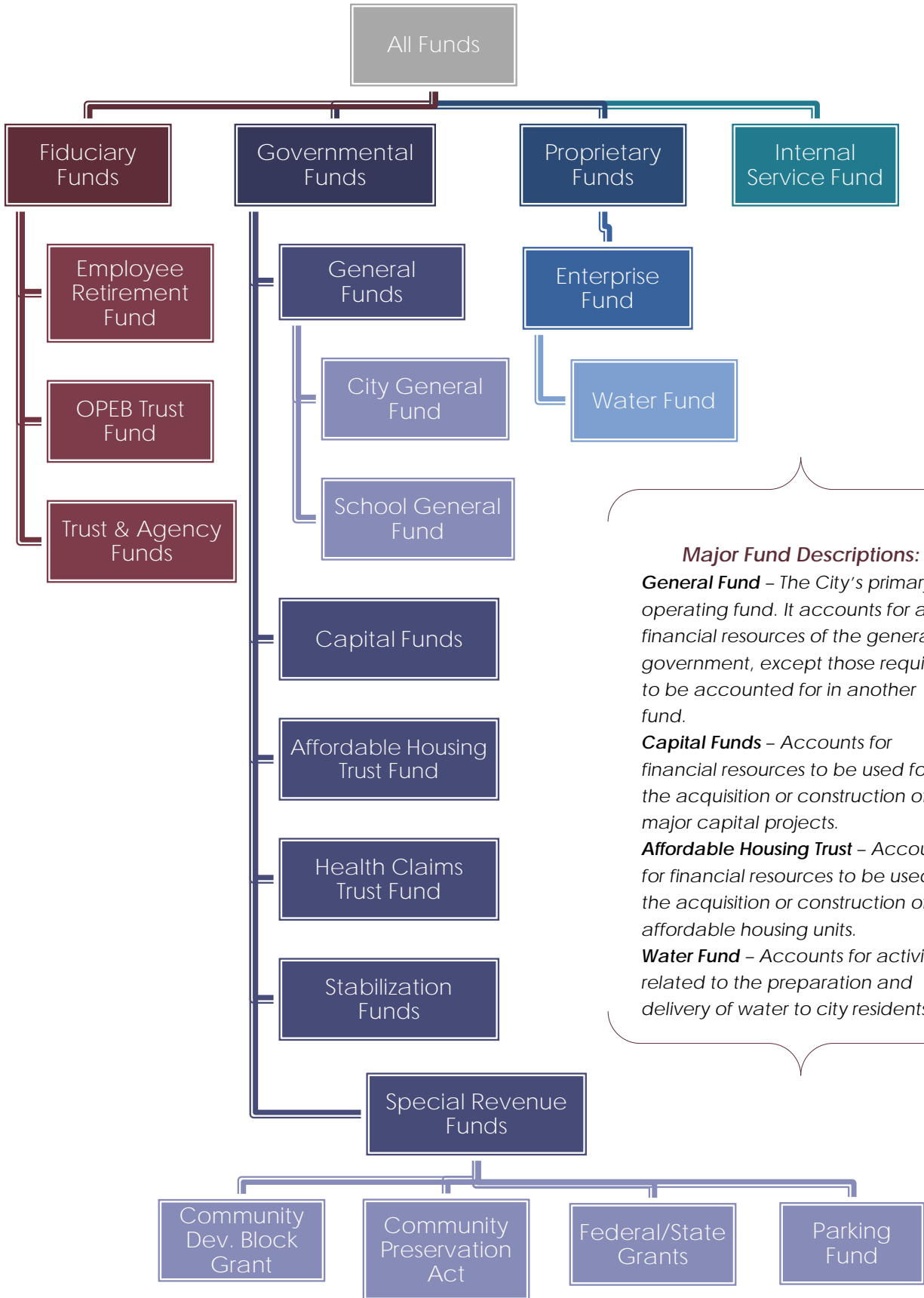
The City prepares its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

- 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, 2016.

	REVENUES	EXPENDITURES	OTHER FINANCING SOURCES (USES), NET
AS REPORTED ON A BUDGETARY BASIS	\$528,913,203	\$516,084,110	(\$9,851,765)
Adjustments:			
Revenues to Modified Accrual Basis	\$12,928,483	\$0	\$0
Expenditures, Encumbrances, and Accruals (Net)	\$0	(\$3,829,914)	\$0
On Behalf Contribution for Teachers Pension	\$18,856,504	\$18,856,504	\$0
Reclassifications:			
Premium on Debt Issuance	\$0	\$0	\$3,438,263
Transfers Not Reported on a Budgetary/GAAP Basis	\$0	\$0	\$2,022,615
AS REPORTED ON AN ACCOUNTING BASIS (GAAP)	\$560,698,190	\$531,110,700	(\$4,390,887)

CITY FUND STRUCTURE



DEPARTMENT/FUND RELATIONSHIP

The following chart shows City departments by fund:

DEPARTMENT	GENERAL FUND	WATER FUND	CAPITAL FUNDS
Animal Commission	√		
Cable TV	√		√
Cambridge Health Alliance	√		
Cherry Sheet Assessments	√		
City Clerk	√		
City Council	√		
Community Development	√		√
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

Below is the breakout of the FY18 Budget Appropriation by Fund.

CAPITAL FUND	
Bonded Projects	\$104,859,000
Non-bonded Projects	\$19,912,815
TOTAL CAPITAL FUND	\$124,771,815
GENERAL FUND	
Direct General Fund	\$556,785,665
City Debt Stabilization Fund Transfer	\$2,000,000
Community Development Block Grant Fund Transfer	\$1,077,090
Health Claims Trust Fund Transfer	\$9,020,000
Parking Fund Transfer	\$21,679,635
School Debt Stabilization Fund Transfer	\$495,070
TOTAL GENERAL FUND	\$591,057,460
WATER FUND	
TOTAL WATER FUND	\$13,973,850
TOTAL BUDGET APPROPRIATED FUNDS	\$729,803,125

GRANTS

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

GENERAL GOVERNMENT

- **MA Cultural Council (MCC) Local Cultural Council Program (\$21,600).** This state grant is used to provide financial grants and technical assistance to artists, arts organizations, and community groups in Cambridge. (Arts Council)
- **MCC Adams Arts Program for Cultural Economic Development (\$19,250).** This state grant is used to provide support for *Cambridge Arts: Creative Marketplace*, a local cultural economic development initiative designed to boost the visibility of the arts and drive economic activity. The initiative features a suite of three unique programs—Community Supported Art, a Corporate Arts Program, and the Cambridge Arts Challenge—that provide individual artist training, audience development and sales opportunities, and increased corporate participation in the local arts and creative sector in Cambridge. (Arts Council)

PUBLIC SAFETY

- **MA Executive Office of Public Safety and Security (EOPSS; Federal Grant) - Fire Services (\$187,500).** Grant funds new and replacement equipment for the Fire Department's Hazardous Materials Response Team. (Fire)
- **MA EOPSS - Fire Services (\$14,039).** Grant provides funds to continue the Student Awareness of Fire Education Program, which educates seniors and students in fire prevention, general home safety, and how to be better prepared in the event of a fire. (Fire)
- **MA EOPSS - Edward Byrne Memorial Justice Assistance Grant (\$32,576; Federal Grant).** Grant provides funding to expand CPD's mobile computing capabilities so it can apply information technology to community policing. (Police)
- **MA EOPSS - Edward Byrne Memorial Justice Assistance Grant - Focused Deterrence (\$100,000; Federal Grant).** Grant provides funding for the second year of the Smart Policing Initiative Focused Deterrence project, as well as addressing substance abuse both in prevention and intervention. (Police)
- **MA EOPSS - Highway Safety Traffic Enforcement Grant (\$28,000; Federal Grant).** 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) Drive Sober or Get Pulled Over, 2) Click It or Ticket, and 3) Distracted Driving. (Police)
- **MA EOPSS - Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI) Grant (\$20,405).** 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 Metro Gang Task Force and the Boys and Girls Club's late night basketball league. (Police)
- **MA 911 Department - Public Safety Answering Position (PSAP) Support Grant (\$301,330).** Grant supports certain Emergency Communications dispatch personnel, overtime, and annual maintenance costs for software and other equipment. (Emergency Communications)

GRANTS

- **MA 911 Department - PSAP Training Grant (\$58,770).** 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)
- **The Massachusetts Office for Victim Assistance (MOVA) Victim Services Training Grant (\$14,000).** Grant provides funding for the department to provide “Trauma-Informed Approaches to Law Enforcement” training in collaboration with the Cambridge Domestic and Gender-Based Violence Prevention Initiative. This innovative training provides a framework for understanding trauma in the context of law enforcement, including how trauma affects officers and how it affects victims in the community. (Police)

COMMUNITY MAINTENANCE AND DEVELOPMENT

- **U.S. Department of Housing and Urban Development (HUD) Home Investment Partnerships Program (HOME) Grant (\$540,216; Federal Grant).** HOME provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. (Community Development)
- **MCC Cultural Investment Portfolio Grant (\$7,500).** Grant supports two part-time Archives Assistants who help maintain the CHC’s dynamic public archive of Cambridge history. They process donations, write finding aids for each collection and post online, and are creating a searchable catalogue for the non-circulating reference library. This unrestricted, general operating support grant is awarded to nonprofit organizations that offer public programs in the humanities in Massachusetts. (Historical Commission)

HUMAN RESOURCE DEVELOPMENT

- **Cambridge Housing Authority (\$77,650).** 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)
- **Cambridge Housing Authority (\$12,500).** The Cambridge Housing Authority supports a portion of the salary of a part-time College Success Coach to support Cambridge students attending Bunker Hill Community College. (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 (\$75,416).** Commonwealth Corporation (through the Workforce Competitive Trust Fund) and DESE/ACLS (through the Integrated Education Literacy/Civics Education) fund 2 training programs that offer Home Health Aide and Certified Nursing Assistant trainings to students who speak English as a Second Language. In addition, the students have ESL and math instruction contextualized in health care, as well as advising and job search and placement support. (Human Services)
- **Foundations/Friends of the Community Learning Center/First Literacy/Cambridge Housing Authority/Miscellaneous (\$101,993).** The Community Learning Center receives funds from several foundations, private donors, and 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)

GRANTS

- **Low-Income Fuel Assistance (\$1,244,675; Federal Grant).** Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served over 1,450 households in Cambridge and Somerville during the 2016/2017 winter season through financial assistance for heating bills and rental assistance if heat is included in the rent. (Human Services)
- **MA Department of Early Education and Care - Universal Prekindergarten Pilot Classroom Quality (\$45,000).** 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)
- **MA Department of Elementary and Secondary Education (\$1,099,201).** 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)
- **MA Department of Housing and Community Development (DHCD) (\$94,347).** 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)
- **MA DHCD - Family Shelter & Services Program (\$477,062).** Funding is for emergency shelter, case management, housing placement, and stabilization services for homeless families through the Cambridge YWCA. (Human Services)
- **MA EOPSS - Shannon CSI Grant (\$11,959).** Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program. (Human Services)
- **MA Executive Office of Education - Coordinated Family & Community Engagement Grant (\$158,933).** Funds support outreach to hard-to-serve families, provide parent education and support for transitions to schools, and link families to comprehensive services. (Human Services)
- **MA Executive Office of Elder Affairs/Project Bread Grants (\$146,020).** 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 (\$130,994; Federal Grant).** 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 2016, serving approximately 48,000 meals. (Human Services)
- **U.S. HUD - Continuum of Care (CoC) Program (\$4,141,665; Federal Grant).** This grant program is a consolidation of the Supportive Housing Program and the Shelter Plus Care Program grants. CoC funds 33 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 (\$226,064; Federal Grant).** 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)

GRANTS

- **U.S. HUD - Emergency Solutions Grant Program \$116,748; Federal Grant).** This grant is funded by federal Emergency Solution Grant dollars that are distributed by the State's department of Housing and Community Development (DHCD) through a competitive process. The grant funds the Support for Tenants at Risk homelessness prevention program based at the Multi-Service Center. Funds support a clinician based at Cambridge District Court, legal service providers who provide legal advice to tenants at risk of homelessness, and a mediation provider who assists tenants and landlords to make out-of-court settlements to preserve tenancies and prevent homelessness. (Human Services)
- **U.S. HUD - Fair Housing Assistance Grant (\$41,400; Federal Grant).** 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)
- **U.S. HUD- Partnership Grant (\$15,000; Federal Grant).** HUD Partnership funds were granted to enable the Human Rights Commission to design and develop an updated housing discrimination brochure and a lead paint/family discrimination brochure (the latter in conjunction with the Cambridge Public Health Department and the Inspectional Services Department), which were then translated into the seven predominant foreign languages in Cambridge. In addition to the brochures, the Human Rights Commission is developing an online Story Journal, also in conjunction with the Public Health Department, with regard to lead paint poisoning and discrimination against families with children. The Story Journal format enables links to a range of resources, including videos and websites. Both projects are nearing completion. (Human Rights)

EDUCATION

For information about School Department grants, please refer to the Cambridge Public Schools' FY18 Budget document, which can be found at www.cpsd.us.

FINANCIAL POLICIES & GUIDELINES

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 equalized 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 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
Equalized Value Per Capita	\$183,536	\$376,284	\$192,748
Unassigned Fund Balance as % of Revenues	22.40%	36.88%	14.48%
Total Fund Balance as % of Revenues	44.20%	51.43%	7.23%
Net Direct Debt as % of Equalized Value	0.70%	0.73%	0.03%

Source: Moody’s Investors Service Publicly Rated U.S. Local Government Medians Report 2017. Cambridge figures are from the 2016 CAFR. The population figure of 105,162 is from the U.S. Department of Commerce Bureau of Census’ 2010 Census Report.

FINANCIAL POLICIES & GUIDELINES

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.

	FY14	FY15	FY16	FY17	FY18
Excess Levy Capacity (1)	\$117.5	\$134.0	\$155.0	\$168.3	\$173.0
General Fund Balance (2)	\$227.5	\$275.7	\$301.0	\$314.0	\$314.0
Free Cash (3)	\$160.5	\$192.7	\$202.5	\$160.0	\$160.0
Rapidity of Debt Retirement (4)	83.1%	82.1%	84.5%	86.27%	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 FY14-17 are actual amounts and FY18 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. FY17 and FY18 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 FY14-16 are actual amounts and those shown for FY17-18 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

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

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

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

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

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 exempt from the requirements of the policy so long as such investment is a permitted City investment under state statutes. At maturity or liquidation of such investment, all proceeds shall be reinvested only as provided by this policy.

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

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

DEBT MANAGEMENT POLICY

I. PURPOSE

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

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 and revise this policy to make sure it is in line with rating agency standards and medians for Aaa/AAA-rated local governments. This will ensure the City meets its financial goals, achieves the best possible long-term credit rating profile, and enhances its financial flexibility.

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

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. Average Maturity of General Obligation Bonds – The City shall have at least 70% of outstanding general obligation bonds mature in less than 10 years.
- D. The City shall not exceed 50% of its statutory debt limitation.
- E. 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.
- F. 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.
- G. Bond Premiums – Any premium received upon the sale of the bonds or notes, less the cost of preparing, issuing and marketing them, and any accrued interest received upon the delivery of the bonds or notes shall be (i) applied to the costs of the project being financed by the bonds or notes and to reduce the amount authorized to be borrowed for the project or (ii) appropriated for a project for which the city has authorized a borrowing, or may authorize a borrowing, for an equal or longer period of time than the original loan.

DEBT MANAGEMENT POLICY

DEBT RATIOS

H. Net Debt as a Percentage of Equalized Value – This ratio compares the amount of debt issued by the City and the size of its tax base. The City’s overall net debt will not exceed 2% of the City’s equalized value. The Net Debt as a Percentage of Equalized Value shall be calculated by dividing the City’s net debt by the City’s equalized value.

EQUALIZED VALUE ¹	NET DEBT ²	NET DEBT TO EQUALIZED VALUE
\$39,570,828,700	\$289,390,460	0.73%

¹ The equalized value reflects full market value as of January 1, 2014.

² The net debt is as of June 30, 2016 (includes FY17 bond issue but excludes debt retired during FY17).

I. Gross Debt as a Percentage of Operating Expenditures – This ratio measures the amount of the City’s budget that must be allocated to debt service. The City shall adhere to a gross debt management strategy that limits annual gross debt service expenditures to 12.5% of the total budget.

FY18 OPERATING EXPENDITURES	ANNUAL GROSS DEBT SERVICE	GROSS DEBT SERVICE TO OPERATING EXPENDITURES
\$605,031,310	\$65,059,075	10.75%

J. Net Debt as a Percentage of Operating Expenditures – This ratio gauges the amount of the budget that must be allocated to tax-supported debt service. The City shall adhere to a net debt management strategy that achieves the goal of limiting annual net debt service expenditures to 10.0% of the total budget.

FY18 OPERATING EXPENDITURES	ANNUAL NET DEBT SERVICE	NET DEBT SERVICE TO OPERATING EXPENDITURES
\$605,031,310	\$38,535,463	6.37%

K. Net Debt as a Percentage of Per Capita – Debt per capita measures the amount of debt relative to the size of the City’s population. The City’s overall net debt per capita shall not exceed \$4,000 per capita. The Direct Debt Per Capita shall be calculated by dividing the City’s net debt by the City’s population.

POPULATION ³	NET DEBT ²	NET DEBT PER CAPITA
105,162	\$289,390,460	\$2,752

³The population figure is from the 2010 U.S. Census. Source: U.S. Dept. of Commerce Bureau of Census.

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 that 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

EQUALIZED VALUATION AS OF JANUARY 1, 2016	\$39,570,828,700
DEBT LIMIT (5% OF EQUALIZED VALUATION)	\$1,978,541,435
Total Outstanding Debt as of June 30, 2017	\$421,692,074
Total Authorized / Unissued Debt as of June 30, 2017	\$170,655,320
TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT	\$592,347,394
Amount of Outstanding Debt Outside the Debt Limit	\$5,300,000
Amount of Authorized / Unissued Debt Outside the Debt Limit	\$0
OUTSTANDING DEBT PLUS AUTHORIZED / UNISSUED OUTSIDE THE DEBT LIMIT	\$5,300,000
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$592,347,394
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	\$5,300,000
DEBT SUBJECT TO THE DEBT LIMIT	\$587,047,394
Debt Limit (5% of Equalized Valuation)	\$1,978,541,435
REMAINING BORROWING CAPACITY UNDER DEBT LIMIT	\$1,391,494,041

DEBT MANAGEMENT POLICY

FY18 DEBT DISTRIBUTION

DEPT.	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION*
CITY	\$47,131,168	\$14,808,340	\$61,939,508
SCHOOL	\$472,167	\$22,900	\$495,067
WATER	\$2,420,000	\$204,500	\$2,624,500
TOTAL	\$50,023,335	\$ 15,035,740	\$65,059,075

*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, 2017)

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.

YEAR	TOTAL DEBT	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION
2017-2018	\$421,692,074	\$50,023,335	\$15,035,740	\$65,059,075
2018-2019	\$371,668,739	\$45,442,008	\$13,437,724	\$58,879,732
2019-2020	\$326,226,731	\$42,879,884	\$11,804,416	\$54,684,300
2020-2021	\$283,346,847	\$41,498,986	\$10,256,531	\$51,755,517
2021-2022	\$241,847,861	\$38,664,344	\$8,662,222	\$47,326,566
2022-2023	\$203,183,517	\$35,321,327	\$7,513,674	\$42,835,001
2023-2024	\$167,862,190	\$31,397,572	\$6,204,406	\$37,601,978
2024-2025	\$136,464,618	\$29,385,330	\$4,903,554	\$34,288,884
2025-2026	\$107,079,288	\$24,019,288	\$3,725,804	\$27,745,092
2026-2027	\$83,060,000	\$17,795,000	\$2,817,445	\$20,612,445
2027-2028	\$65,265,000	\$13,145,000	\$2,159,782	\$15,304,782
2028-2029	\$52,120,000	\$11,175,000	\$1,684,175	\$12,859,175
2029-2030	\$40,945,000	\$9,150,000	\$1,302,857	\$10,452,857
2030-2031	\$31,795,000	\$7,900,000	\$1,002,906	\$8,902,906
2031-2032	\$23,895,000	\$6,895,000	\$747,363	\$7,642,363
2032-2033	\$17,000,000	\$6,365,000	\$535,888	\$6,900,888
2033-2034	\$10,635,000	\$4,515,000	\$338,937	\$4,853,937
2034-2035	\$6,120,000	\$3,590,000	\$195,013	\$3,785,013
2035-2036	\$2,530,000	\$1,540,000	\$83,463	\$1,623,463
2036-2037	\$990,000	\$990,000	\$33,413	\$1,023,413

RESERVE POLICY

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		
	FY16 Actual	FY17 Projected	FY18 Proposed Budget	FY16 Actual	FY17 Projected	FY18 Proposed Budget	FY16 Actual	FY17 Projected	FY18 Proposed Budget	FY16 Actual	FY17 Projected	FY18 Proposed Budget
Revenues												
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$48,990,000	\$58,545,000	\$96,359,000	\$48,990,000	\$58,545,000	\$96,359,000
Charges For Services	\$66,281,470	\$68,379,505	\$70,779,825	\$17,025,740	\$18,400,000	\$14,692,975	\$633,110	\$5,608,330	\$9,092,330	\$83,940,320	\$92,387,835	\$94,565,130
Fines & Forfeits	\$10,590,750	\$10,710,900	\$10,718,535	\$0	\$0	\$0	\$0	\$0	\$0	\$10,590,750	\$10,710,900	\$10,718,535
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$45,006,805	\$48,370,005	\$47,260,505	\$0	\$0	\$0	\$15,508,260	\$3,821,240	\$3,839,485	\$60,515,065	\$52,191,245	\$51,099,990
Licenses and Permits	\$33,771,745	\$24,493,100	\$16,744,690	\$0	\$0	\$0	\$0	\$281,000	\$375,000	\$33,771,745	\$24,774,100	\$17,119,690
Miscellaneous Revenue	\$13,627,060	\$14,071,625	\$14,370,410	\$0	\$0	\$0	\$66,690		\$8,500,000	\$13,693,750	\$14,071,625	\$22,870,410
Taxes	\$389,288,165	\$409,861,190	\$430,464,370	\$0	\$0	\$0	\$0	\$5,680,000	\$6,606,000	\$389,288,165	\$415,541,190	\$437,070,370
Total Revenues	\$558,565,995	\$575,886,325	\$590,338,335	\$17,025,740	\$18,400,000	\$14,692,975	\$65,198,060	\$73,935,570	\$124,771,815	\$640,789,795	\$668,221,895	\$729,803,125
Expenditures												
General Government	\$48,470,440	\$57,081,445	\$62,639,180	\$0	\$0	\$0	\$2,849,335	\$2,280,015	\$3,036,000	\$51,319,775	\$59,361,460	\$65,675,180
Public Safety	\$119,826,550	\$129,182,200	\$133,891,510	\$0	\$0	\$0	\$2,572,545	\$6,275,695	\$1,080,200	\$122,399,095	\$135,457,895	\$134,971,710
Community Maint. & Dev.	\$101,397,135	\$109,253,415	\$113,534,125	\$13,497,160	\$15,151,870	\$13,973,850	\$61,632,410	\$90,546,130	\$58,386,315	\$176,526,705	\$214,951,415	\$185,894,290
Human Resource Dev.	\$36,480,980	\$39,632,425	\$42,982,880	\$0	\$0	\$0	\$739,885	\$348,170	\$219,300	\$37,220,865	\$39,980,595	\$43,202,180
Education	\$164,405,965	\$172,793,980	\$183,046,445	\$0	\$0	\$0	\$22,591,950	\$32,170,935	\$62,050,000	\$186,997,914	\$204,964,915	\$245,096,445
Intergovernmental	\$52,137,135	\$53,556,475	\$54,963,320	\$0	\$0	\$0	\$0	\$0	\$0	\$52,137,135	\$53,556,475	\$54,963,320
Total Expenditures	\$522,718,205	\$561,499,940	\$591,057,460	\$13,497,160	\$15,151,870	\$13,973,850	\$90,386,125	\$131,620,945	\$124,771,815	\$626,601,489	\$708,272,755	\$729,803,125
Net Transfers	(\$600,083)	(\$1,391,245)	\$719,125	(\$4,217,805)	(\$6,717,085)	(\$719,125)	\$29,373,897	8,108,330	\$0	\$24,556,009	\$0	\$0
Change in Fund Balance	\$3,247,707	\$12,995,140	-	(\$689,225)	(\$3,468,955)	-	4,185,832	(\$49,577,045)	-	38,744,315	(\$40,050,860)	-

FUND BALANCE

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.

NON-SPENDABLE	Cannot be spent (legally restricted or in un-spendable form)
RESTRICTED	External constraints (law, creditor, grantor, bond covenant)
COMMITTED	Can only be used for a specific purpose pursuant to constraints imposed by City Council
ASSIGNED	Can be used for a specific purpose, but is not restricted or committed
UNASSIGNED	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 FY18, \$2.0 million will be used to cover debt service costs. The FY18 estimated ending Fund Balance is \$45.3 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 FY18 is projected to be \$9.02 million. The FY18 estimated ending Fund Balance is \$13.3 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 FY18 estimated ending Fund Balance is \$14.5 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 FY18 debt service allocation is \$495,070. The FY18 estimated ending Fund Balance is \$2.6 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.

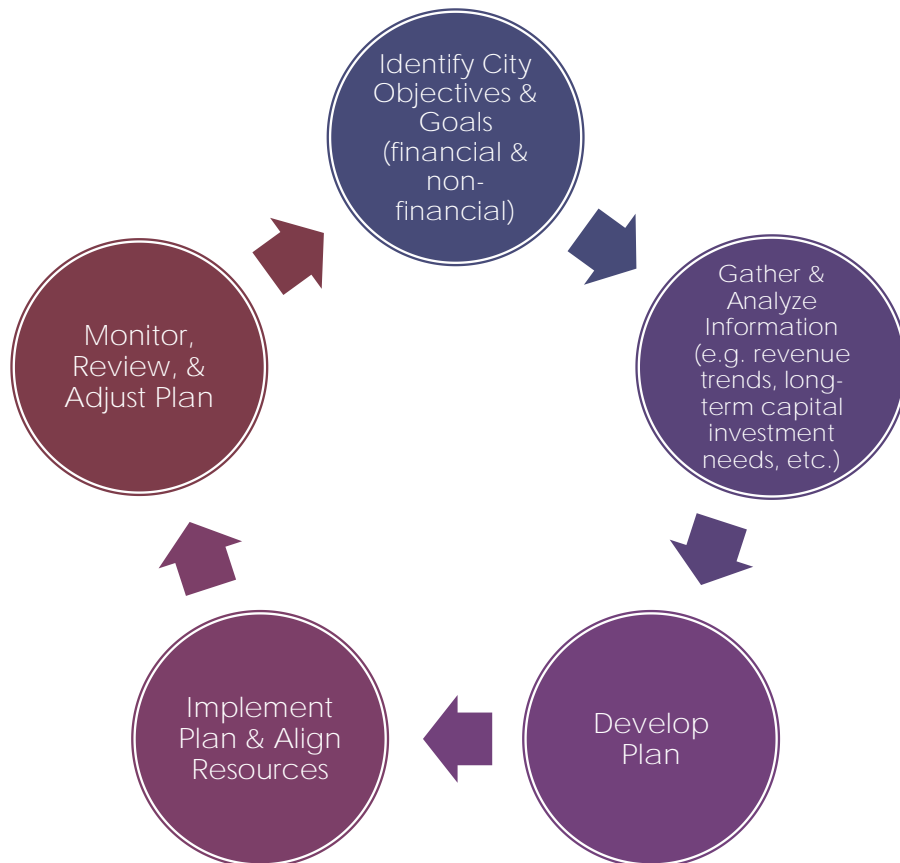
FY 2018 BUDGET	GENERAL FUND	WATER FUND	CAPITAL FUND	TOTAL
REVENUES				
BOND PROCEEDS	\$0	\$0	\$96,359,000	\$96,359,000
CHARGES FOR SERVICES	\$70,779,825	\$14,692,975	\$9,092,330	\$94,565,130
FINES & FORFEITS	\$10,718,535	\$0	\$0	\$10,718,535
INTERGOVERNMENTAL REVENUE	\$47,260,505	\$0	\$3,839,485	\$51,099,990
LICENSES & PERMITS	\$16,744,690	\$0	\$375,000	\$17,119,690
MISCELLANEOUS REVENUE	\$14,370,410	\$0	\$8,500,000	\$22,870,410
TAXES	\$430,464,370	\$0	\$6,606,000	\$437,070,370
TOTAL REVENUES	\$590,338,335	\$14,692,975	\$124,771,815	\$729,803,125
EXPENDITURES BY FUNCTION				
GENERAL GOVERNMENT	\$62,639,180	\$0	\$3,036,000	\$65,675,180
PUBLIC SAFETY	\$133,891,510	\$0	\$1,080,200	\$134,971,710
COMMUNITY MAINTENANCE & DEV.	\$113,534,125	\$13,973,850	\$58,386,315	\$185,894,290
HUMAN RESOURCE DEVELOPMENT	\$42,982,880	\$0	\$219,300	\$43,202,180
EDUCATION	\$183,046,445	\$0	\$62,050,000	\$245,096,445
INTERGOVERNMENTAL	\$54,963,320	\$0	\$0	\$54,963,320
TOTAL EXPENDITURES	\$591,057,460	\$13,973,850	\$124,771,815	\$729,803,125
EXPENDITURES BY CATEGORY				
SALARY & WAGES	\$392,724,925	\$7,104,965	\$0	\$399,829,890
OTHER ORDINARY MAINTENANCE	\$130,223,330	\$3,982,800	\$0	\$134,206,130
TRAVEL & TRAINING	\$3,856,895	\$86,580	\$0	\$3,943,475
EXTRAORDINARY EXPENDITURES	\$64,252,310	\$2,799,505	\$0	\$67,051,815
CAPITAL OUTLAY	\$0	\$0	\$124,771,815	\$124,771,815
TOTAL EXPENDITURES	\$591,057,460	\$13,973,850	\$124,771,815	\$729,803,125
NET TRANSFERS	\$719,125	(\$719,125)	\$0	\$0
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$0	\$0	\$0	\$0
ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2017	\$228,767,728	\$6,869,592	\$0	\$235,637,320
ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2018	\$228,767,728	\$6,869,592	\$0	\$235,637,320
ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES	39%	47%	0%	32%

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:

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

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 FY17 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 \$9,020,000 in FY18 and increase \$100,000 annually from FY19-FY22.
5. Transfers from the Debt Stabilization Fund are \$2,000,000 in FY18, \$3,500,000 in FY19, \$6,000,000 in FY20, \$6,000,000 in FY21, and \$6,000,000 in FY22. Amounts are based on projected bond schedule.
6. Property tax percentage increases are projected at 5.99% in FY18, 6.30% in FY19, 6.33% in FY20, 5.79% in FY21, and 5.85% in FY22.

ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

YEAR	DATE	INCREASE	BUDGET COST
FY18	7/1/2017	2.50%	2.50%
FY19	7/1/2018	2.50%	2.50%
FY20	7/1/2019	2.50%	2.50%
FY21	7/1/2020	2.50%	2.50%
FY22	7/1/2021	2.50%	2.50%

2. Health insurance costs increase 0% in FY18, 5% in FY19-20, and 7% in FY21-22.
3. Dental insurance costs increase 0% in FY18 and 3% annually thereafter.
4. Contributory pensions increase by 5.85% annually, plus \$300,000 annually.
5. OPEB contribution is \$2,000,000 annually.
6. Other Ordinary Maintenance expenses increase by 5% annually.
7. Travel & Training expenses remain constant based on FY18.
8. Extraordinary Expenditures remain constant based on FY18.
9. Debt costs reflect issued debt and debt issuance schedule.
10. The MWRA assessment includes increases of 3.7%, 3.8%, 3.8%, 3.8% and 3.8%, respectively.
11. Cherry Sheet assessment increases 5% annually.
12. Pay-As-You-Go Capital is \$6,606,000 in FY18, \$4,700,000 in FY19, \$4,800,000 in FY20, \$4,900,000 in FY21, and \$5,000,000 in FY22.

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.

	FY18 PROPOSED	FY19 PROJECTED	FY20 PROJECTED	FY21 PROJECTED	FY22 PROJECTED
REVENUES					
Charges for Services	\$85,472,800	\$89,295,318	\$90,737,973	\$93,364,143	\$96,432,043
Fines & Forfeits	\$10,718,535	\$10,850,000	\$10,850,000	\$10,850,000	\$10,850,000
Intergovernmental Revenue	\$47,260,505	\$47,536,939	\$47,995,251	\$48,496,070	\$49,040,314
Licenses & Permits	\$16,744,690	\$16,823,700	\$16,823,700	\$16,823,700	\$16,823,700
Miscellaneous Revenue	\$14,370,410	\$14,620,000	\$17,220,000	\$17,320,000	\$17,420,000
Taxes	\$437,070,370	\$462,604,966	\$487,672,728	\$514,221,410	\$542,584,533
TOTAL REVENUES	\$611,637,310	\$641,730,923	\$671,299,652	\$701,075,323	\$733,150,590
EXPENDITURES BY CATEGORY					
Salary & Wages	\$399,839,890	\$415,091,934	\$430,385,134	\$452,602,93	\$477,824,619
Other Ordinary Maintenance	\$134,196,130	\$141,411,284	\$147,586,813	\$154,044,705	\$160,798,266
Travel & Training	\$3,943,475	\$3,943,475	\$3,943,475	\$3,943,475	\$3,943,475
Extraordinary Expenditures	\$73,657,815	\$81,284,230	\$89,384,230	\$90,484,230	\$90,584,230
TOTAL EXPENDITURES	\$611,637,310	\$641,730,923	\$671,299,652	\$701,075,323	\$733,150,590
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$0	\$0	\$0	\$0	\$0

SECTION IV

REVENUE

REVENUE

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 FY18 are based on FY16 actual and FY17 projected collections, historical trends, and anticipated changes that impact particular revenues. The City met or exceeded most of its FY16 budgeted revenues and expects to do the same in FY17.

The Finance Department annually reviews license and permit fees, charges for services, and fines and forfeits charged by City departments. Increases proposed in FY18, 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

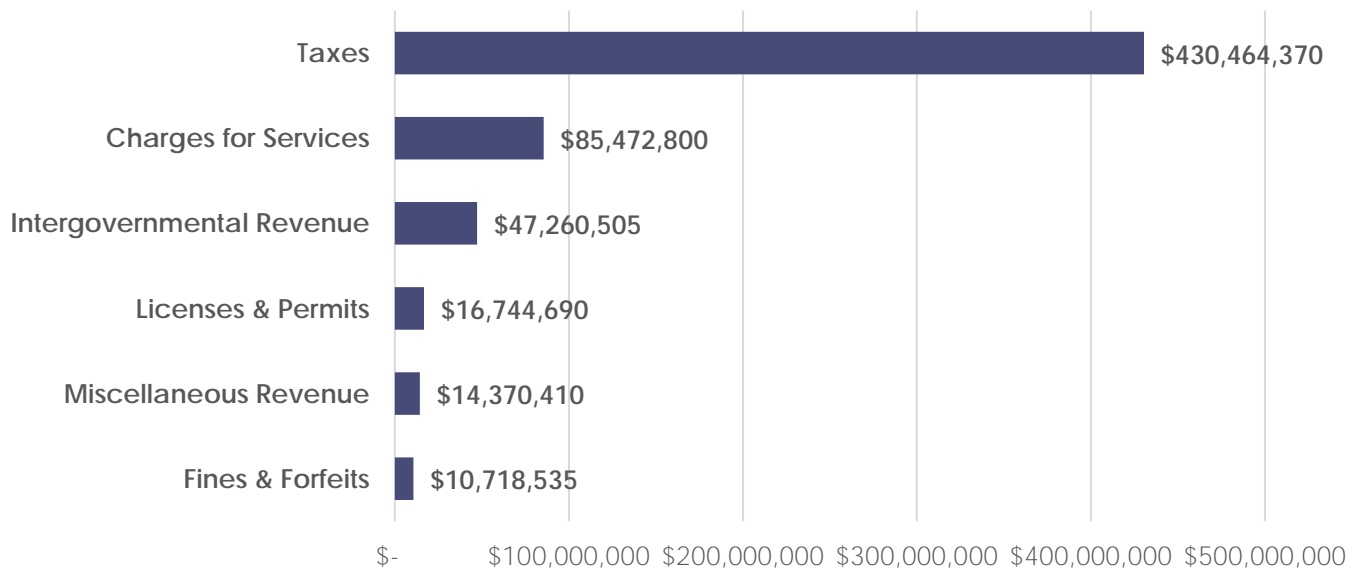
The City will continue its policy of maximizing alternative revenue sources to lower residents' tax burden for City services through enforcing license and permit policies, charging users for specific services where feasible, and collecting outstanding parking fines. The total property tax levy is projected to increase by 5.99% in FY18, or by \$22,327,783 from the FY17 property tax levy.

FIVE-YEAR BUDGETED REVENUE ANALYSIS

REVENUE CATEGORY	FY14	FY15	FY16	FY17	FY18
CHARGES FOR SERVICES	\$71,776,820	\$73,381,720	\$78,376,305	\$81,536,765	\$85,472,800
FINES & FORFEITS	\$9,514,555	\$9,490,155	\$9,711,630	\$10,829,035	\$10,718,535
INTERGOVERNMENTAL REVENUE	\$40,184,740	\$40,808,060	\$42,032,420	\$43,700,755	\$47,260,505
LICENSES & PERMITS	\$9,668,400	\$11,785,950	\$13,013,650	\$15,645,400	\$16,744,690
MISCELLANEOUS REVENUE	\$12,485,005	\$11,642,545	\$12,256,670	\$13,288,980	\$14,370,410
TAXES	\$363,556,815	\$377,293,370	\$390,480,200	\$409,561,190	\$430,464,370
TOTAL	\$507,186,335	\$524,401,800	\$545,870,875	\$574,562,125	\$605,031,310

REVENUE

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310

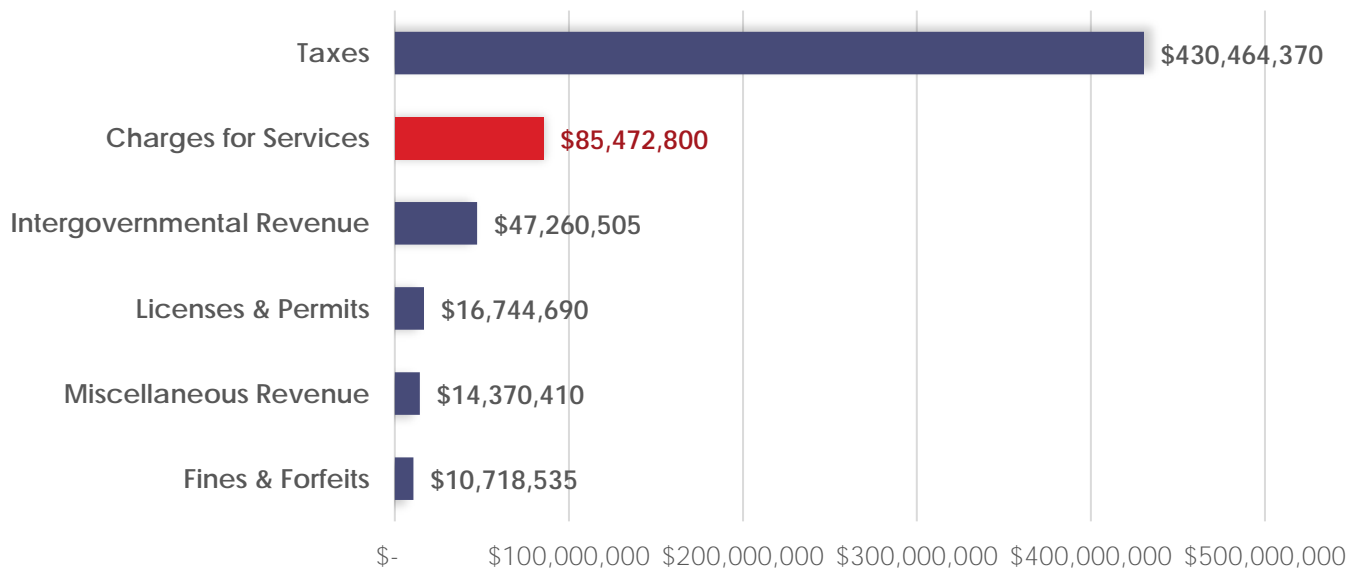


OPERATING BUDGET

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$83,307,210	\$86,779,505	\$85,472,800
FINES & FORFEITS	\$10,590,750	\$10,710,900	\$10,718,535
INTERGOVERNMENTAL REVENUE	\$45,006,805	\$48,370,005	\$47,260,505
LICENSES & PERMITS	\$33,771,745	\$24,493,100	\$16,744,690
MISCELLANEOUS REVENUE	\$13,627,060	\$14,071,625	\$14,370,410
TAXES	\$389,288,165	\$409,861,190	\$430,464,370
TOTAL REVENUE	\$575,591,735	\$594,286,325	\$605,031,310
PROGRAM EXPENDITURES			
GENERAL GOVERNMENT	\$48,470,440	\$57,081,445	\$62,639,180
PUBLIC SAFETY	\$119,826,550	\$129,182,200	\$133,891,510
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$114,894,295	\$124,405,285	\$127,507,975
HUMAN RESOURCE DEVELOPMENT	\$36,480,980	\$39,632,425	\$42,982,880
EDUCATION	\$164,405,965	\$172,793,980	\$183,046,445
INTERGOVERNMENTAL	\$52,137,135	\$53,556,475	\$54,963,320
TOTAL EXPENDITURES	\$536,215,365	\$576,651,810	\$605,031,310

CHARGES FOR SERVICES

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310

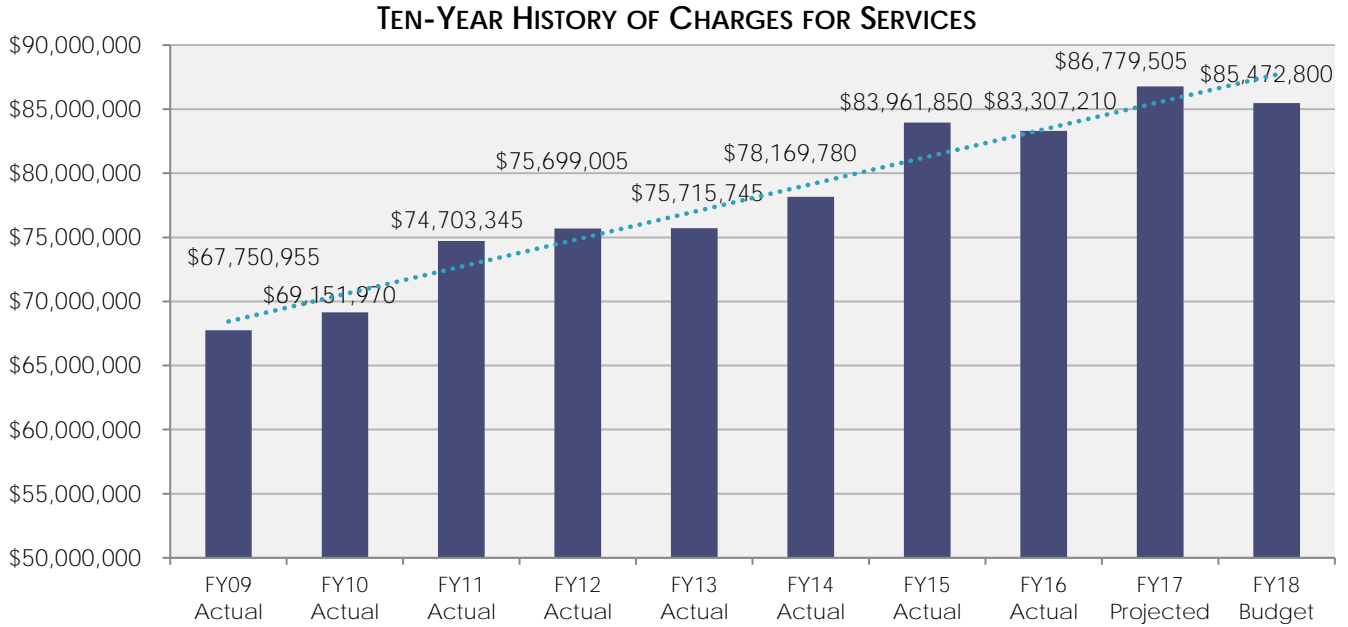


CHARGES FOR SERVICES SUMMARY

CHARGES FOR SERVICES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	% OF FY18 CHARGES FOR SERVICES
FEES	\$7,428,680	\$7,320,390	\$6,621,550	7.7%
OTHER CHARGES FOR SERVICES	\$2,463,215	\$2,356,675	\$2,383,690	2.8%
PARKING	\$10,171,295	\$10,602,440	\$10,517,400	12.3%
SEWER SERVICE CHARGE	\$46,218,280	\$48,100,000	\$51,257,185	60.0%
WATER UTILITY REVENUE	\$17,025,740	\$18,400,000	\$14,692,975	17.2%
TOTAL	\$83,307,210	\$86,779,505	\$85,472,800	100.0%

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 14.1% of total General Fund revenues.



CHARGES FOR SERVICES

FEES

FY18: \$6,621,550

FEES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
ADMINISTRATIVE	<u>\$383,035</u>	<u>\$364,940</u>	<u>\$351,850</u>
Certified Copies	\$215,895	\$213,800	\$205,000
Document Sales	\$1,440	\$800	\$800
Domestic Partnerships	\$5,040	\$5,500	\$4,500
Misc. Clerk's Fees	\$50,700	\$48,000	\$47,000
Municipal Liens	\$94,905	\$85,000	\$85,000
Photocopy/Reproduction	\$15,055	\$11,840	\$9,550
ELECTRICAL	<u>\$1,087,470</u>	<u>\$990,000</u>	<u>\$820,000</u>
Cut-Out/Plug-Out Fee	\$47,420	\$40,000	\$30,000
Fire Alarm Box Charge	\$149,410	\$150,000	\$140,000
Signal Maintenance Fee	\$890,640	\$800,000	\$650,000
HEARING/FILING	<u>\$103,065</u>	<u>\$106,750</u>	<u>\$104,500</u>
Board of Zoning Appeal	\$78,085	\$85,000	\$85,000
Conservation Commission	\$800	\$3,750	\$1,500
License Hearing Fees	\$24,180	\$18,000	\$18,000
HUMAN SERVICES	<u>\$4,300,675</u>	<u>\$4,403,400</u>	<u>\$3,923,200</u>
Athletic Leagues	\$6,775	\$5,000	\$5,000
Childcare Tuition	\$1,430,580	\$1,395,000	\$1,195,230
Community Schools	\$1,191,015	\$1,400,000	\$1,300,000
Field Permits	\$171,370	\$145,000	\$145,000
Golf Course	\$832,960	\$817,700	\$764,970*
King Open Extended Day	\$147,380	\$145,000	\$130,000
Recreational Activities	\$381,090	\$365,000	\$270,000*
Senior Activities	\$35,000	\$35,000	\$35,000
Special Needs	\$10,185	\$10,700	\$8,000
Youth Programs	\$94,320	\$85,000	\$70,000
PUBLIC SAFETY	<u>\$1,554,435</u>	<u>\$1,455,300</u>	<u>\$1,422,000</u>
Agency Fee	\$14,960	\$15,000	\$14,000
Boarding/Razing Fees	\$0	\$0	\$20,000
Fire Detail Surcharge	\$181,510	\$150,000	\$100,000
Inspectional Details	\$11,890	\$15,000	\$10,000
Police Detail Surcharge	\$350,980	\$348,000	\$350,000
Rescue Service Fees	\$824,495	\$774,000	\$774,000
Sealing Inspection	\$36,615	\$32,300	\$38,000
Smoke Detectors	\$61,850	\$51,000	\$51,000
Towing Surcharge	\$72,135	\$70,000	\$65,000
TOTAL REVENUE	\$7,428,680	\$7,320,390	\$6,621,550

*Does not include revenue (\$20,000 in golf course fees and \$48,000 in recreational activity fees) that will be used in the Capital Budget.

CHARGES FOR SERVICES

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 (\$50). The Election Commission receives revenue from the sale of the annual street listing book (\$750).
- **Domestic Partnerships.** The City Clerk issues certificates of Domestic Partnership. The fee is \$35 per certificate.
- **Miscellaneous City Clerk Charges.** The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. 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 32.07, authorized by the Massachusetts General Laws Chapter 66, section 1), the City limits the fee for photocopying standard 8.5" by 11" public records to \$0.05 per page, with certain exceptions.

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 by the Inspectional Services Department 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 land adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. 50% of the 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.

CHARGES FOR SERVICES

- **License Hearing Fees.** There are certain petitions/applications that require a hearing before the Board of License Commissioners. For those, if the application must be advertised in the newspaper, the License Commission charges \$175 for the hearing and advertising fee. If a hearing is required but no advertisement is required, the License Commission charges a hearing fee of \$100. There are approximately 150 petitions/applications that require a hearing each year.

HUMAN SERVICE PROGRAM FEES

- **Athletic Leagues.** The Recreation Division sponsors youth and adult leagues, primarily in the summer. The cost varies per team: \$250 per tennis team, \$400 per volleyball team, and \$10 per basketball player.
- **Childcare Tuition.** The Childcare and Family Support Services Division administers childcare programs serving approximately 325 children throughout the city. Preschool programs are held full-time at the King, Kennedy/Longfellow, Morse, Peabody, 119 Windsor Street, and King Open Schools and part-time at 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 teacher 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 \$120 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. \$74,800 of total revenues is allocated to Debt Service for Golf Course improvements.
- **King Open Extended Day Program.** The Department of Human Service Programs (DHSP) 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 swimming pool in the evenings and weekends. The War Memorial swimming pool will be open for public use during the day in the summer and will charge a flat rate of \$1.00 per admission.
- **Senior Activities/Council on Aging.** Funds are generated from art classes, the Walking Club, and various other senior fitness, recreational, and 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 Fee.** 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. This revenue is used to fund the Fire Budget.
- **Towing Surcharge.** The City receives \$7 of each towing charge paid in the city. The revenue is used to fund the Police Budget.

OTHER CHARGES FOR SERVICES

FY18: \$2,383,690

OTHER CHARGES FOR SERVICES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Animal Boarding	\$715	\$500	\$500
Cable Franchise License Fees	\$1,514,635	\$1,501,775	\$1,503,375
Cemetery Fees	\$289,780	\$210,000	\$275,000
Rent of City Property	\$626,615	\$614,400	\$574,815
White Goods	\$31,470	\$30,000	\$30,000
TOTAL	\$2,463,215	\$2,356,675	\$2,383,690

ANIMAL BOARDING

The Animal Commission is reimbursed by dog owners for kennel costs and administrative costs when a dog has been picked up by a City Animal Control Officer.

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

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.

RENT OF CITY PROPERTY

The City will receive rent proceeds from the Cambridge Housing Authority (\$544,655) 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 \$30,160 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 pickup by the Public Works Department. The Department offers online applications for these permits through the City's website in addition to in-person sales. More than half of the applications are completed online.

PARKING

FY18: \$10,517,400

PARKING CHARGES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Boot Removal Fees	\$34,295	\$37,500	\$37,500
Business Parking Permits	\$56,775	\$60,000	\$60,000
Meter Collection	\$4,145,266	\$4,500,000	\$4,364,900*
Parking Garages	\$3,751,047	\$3,855,000	\$3,905,000
Parking Lots	\$1,033,121	\$1,050,000	\$1,050,000
Resident Stickers	\$862,464	\$850,000	\$850,000
Use of Meters	\$288,330	\$250,000	\$250,000
TOTAL	\$10,171,298	\$10,602,500	\$10,517,400

*Does not include \$1,020,235 in parking revenues that will be used in the Capital Budget.

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 & Transportation (TPT) Budget, parking revenues will also support the following City departments: Cherry Sheet Assessments (\$481,300), Community Development (\$628,645), Electrical (\$22,935), Executive (\$255,000), Finance (\$23,950), General Services (\$4,000), Law (\$100,000), Police (\$3,841,845), Public Works (\$3,296,935), and School (\$100,000).

BOOT REMOVAL FEE

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.

CHARGES FOR SERVICES

BUSINESS PARKING PERMITS

Business parking permits are issued by TPT on a limited basis to accommodate users who travel around the city for work-related purposes.

METER COLLECTIONS

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

PARKING GARAGES

Revenue is raised from the following: Green Street Municipal Parking Garage (\$2 per hour) and the East Cambridge Municipal Parking Garage (\$2 per hour). There are 1,384 parking spaces in these facilities.

PARKING LOTS

The City operates nine lots with pay stations that accept quarters and credit cards and one metered lot. The rates in these lots range from \$1 to \$3 per hour.

RESIDENT STICKERS

To prevent commuter parking in residential areas, resident parking stickers (\$25) 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

FY18: \$51,257,185

SEWER SERVICES CHARGES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Sewer Connection Fee	\$419,355	\$350,000	\$125,000
Sewer Service Charge	\$45,798,925	\$47,750,000	\$51,132,185*
TOTAL	\$46,218,280	\$48,100,000	\$51,257,185

*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

CHARGES FOR SERVICES

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. The FY18 sewer rate increase is 7.7% while the water rate increase is 0%, which calculates to a combined rate increase of 5.6%. Sewer service charge revenue is allocated to the following City departments: Community Development (\$44,500), Debt Service (\$22,300,005), Finance (\$225,000), Massachusetts Water Resources Authority (\$24,952,540), and Public Works (\$3,610,140).

WATER

FY18: \$14,692,975

WATER CHARGES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Misc. Water Charges	\$603,090	\$900,000	\$700,000
Water Usage	\$16,422,650	\$17,500,000	\$13,992,975*
TOTAL	\$17,025,740	\$18,400,000	\$14,692,975

*Does not include \$3,500,000 in water usage revenue that will be used in the Capital Budget.

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 FY18 rates, effective for all water consumed as of April 1, 2017, represent a 0% increase in the water rate and a 7.7% increase in the sewer rate, with a 5.6% increase in the combined rate.

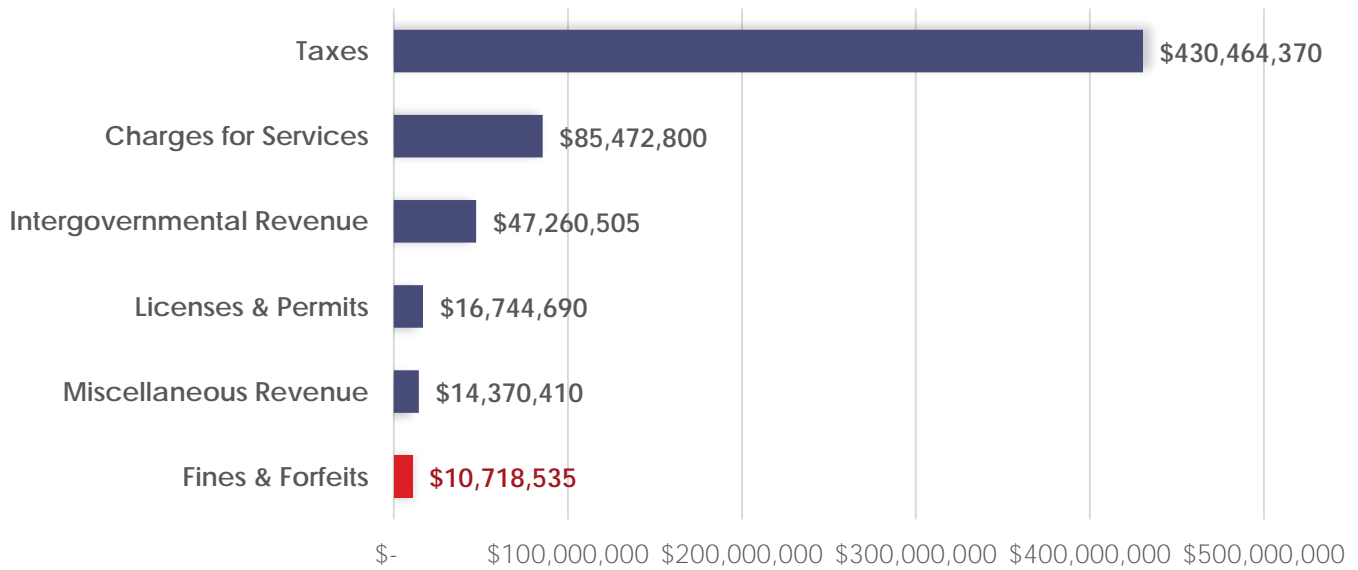
BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 CeF	\$3.02	\$10.23
2	41-400 CeF	\$3.24	\$10.82
3	401-2,000 CeF	\$3.44	\$11.62
4	2,001-10,000 CeF	\$3.65	\$12.51
5	Over 10,000 CeF	\$3.96	\$13.30

All consumption is measured in hundreds of cubic feet and the rates charged are per hundred cubic feet. 100 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: Animal Commission (\$10,000), Community Development (\$30,000), Finance (\$225,000), and Public Works (\$454,125).

FINES & FORFEITS

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310



FINES & FORFEITS SUMMARY

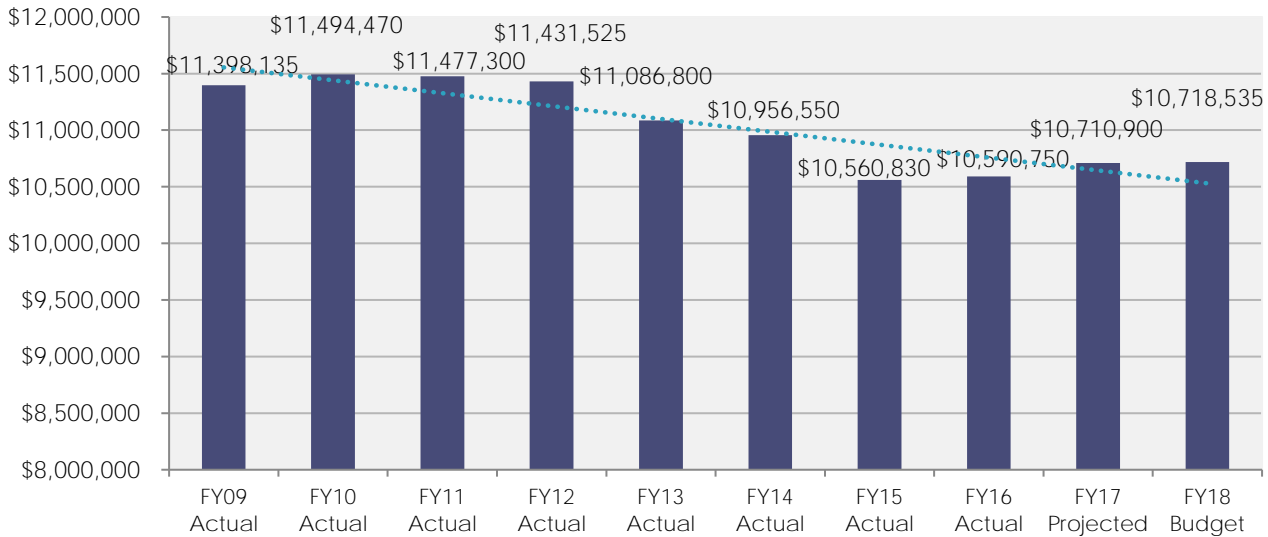
FY18: \$10,718,535

FINES & FORFEITS	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	% OF FY18 FINES & FORFEITS
ANIMALS	\$2,235	\$1,800	\$2,000	0.02%
BICYCLE	\$4,250	\$4,000	\$7,000	0.06%
FALSE ALARMS	\$80,660	\$69,000	\$64,000	0.59%
HACKNEY	\$385	\$1,300	\$500	0.00%
LIBRARY	\$47,460	\$65,000	\$65,000	0.61%
MOVING VIOLATIONS	\$312,420	\$300,000	\$350,000	3.27%
NOISE FINES	\$0	\$16,800	\$16,800	0.16%
PARKING	\$10,139,215	\$10,250,000	\$10,212,235	95.28%
WEIGHT & MEASURES CIVIL CITATIONS	\$4,125	\$3,000	\$1,000	0.01%
TOTAL	\$10,590,750	\$10,710,900	\$10,718,535	100.00%

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. Dog owners are subject to a fine not exceeding \$50 for each offense. Failure to license or display a current dog license results in a \$50 fine. Failure to properly dispose of dog waste is punishable by a fine of not more than \$100 for each offense.

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 response (\$200).

The Police Department charges for false alarms exceeding two in a calendar year. On the third police response, the following fines are assessed: third response (\$20), fourth response (\$50), fifth and subsequent response (\$100).

HACKNEY FINES

The License Commission issues fines to Cambridge-licensed hackney operators/owners for violations of the Cambridge Municipal Code 5.20 or the Hackney Rules and Regulations. The License Commission also issues fines to non-Cambridge licensed hackney operators/owners and other individuals who violate Cambridge Municipal Code 5.20.

FINES & FORFEITS

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 Registry of Motor Vehicles, are distributed to the City on a monthly basis and used as revenue in the Police Budget.

NOISE FINES

Pursuant to Cambridge Municipal Code Noise Ordinance 8.16, the License Commission may issue fines to any person, business, or licensee which violates the provisions therein. The fines issued can be of up to \$300 per violation and per day.

PARKING FINES

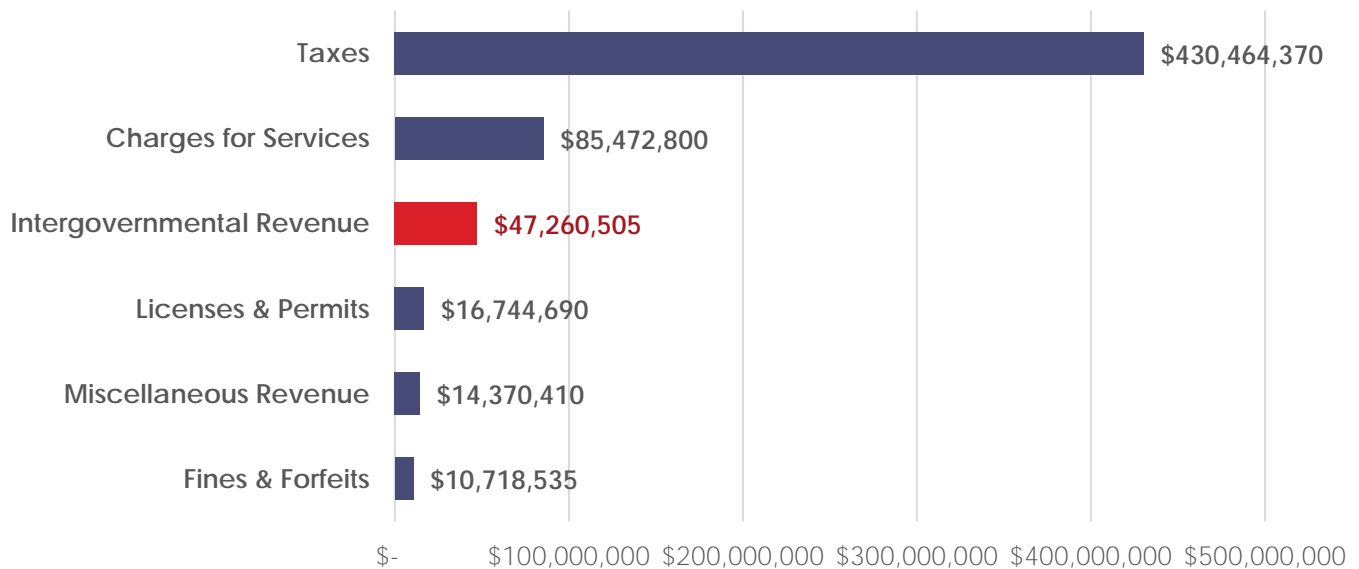
The timely collection of parking fines is supported by a computerized collection and processing database, the boot program, and the fact that violators are prohibited from renewing their driver's license, registration, or obtaining a resident parking permit until all outstanding tickets are paid in full. Parking fines will also support the following City departments: Community Development (\$140,000), Executive Department (\$215,000), General Services (\$4,000), Law Department (\$97,500), Police Department (\$2,603,425), Public Works (\$1,058,195), School Department (\$100,000), and Traffic (\$5,994,115). The budgeted amount of \$10,212,235 does not include \$37,765 in parking fines that will be used in the Capital Budget.

WEIGHTS & MEASURES CIVIL CITATIONS

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

INTERGOVERNMENTAL REVENUE

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310



INTERGOVERNMENTAL REVENUE SUMMARY

INTERGOVERNMENTAL REVENUE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	% OF FY18 INTERGOV. REVENUE
FEDERAL GRANTS	\$2,511,260	\$2,475,830	\$1,077,090	2.3%
OTHER INTERGOVERNMENTAL REVENUE	\$9,718,030	\$9,669,350	\$10,000,660	21.2%
STATE CHERRY SHEET REVENUE	\$32,626,410	\$36,019,450	\$36,019,450	76.2%
STATE GRANTS	\$151,105	\$205,375	\$163,305	0.3%
TOTAL	\$45,006,805	\$48,370,005	\$47,260,505	100.0%

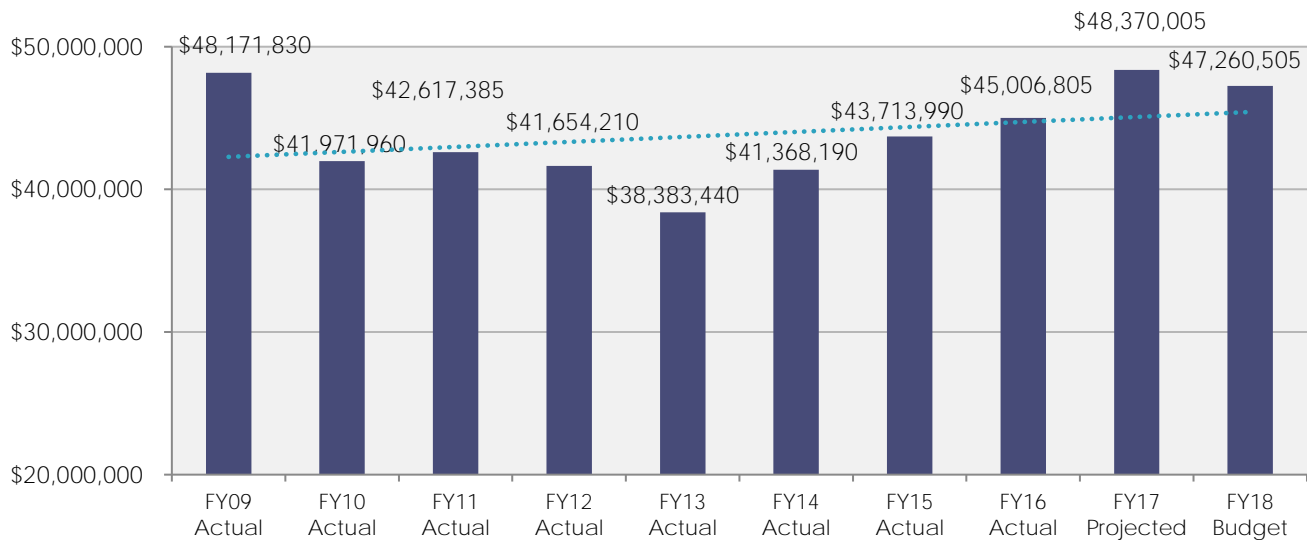
INTERGOVERNMENTAL REVENUE

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 7.8% 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

FY18: \$1,077,090

FEDERAL GRANTS	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Community Development Block Grant (CDBG)	\$2,511,260	\$2,475,830	\$1,077,090*
TOTAL	\$2,511,260	\$2,475,830	\$1,077,090

*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.

INTERGOVERNMENTAL REVENUE

COMMUNITY DEVELOPMENT BLOCK GRANT

The primary objectives of the federally funded Community Development Block Grant are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the physical environment, preserving the diversified employment base, and improving the quality of public services. FY18 CDBG funds are allocated as follows: Community Development (\$724,285) and Human Services (\$352,805). These allocations reflect an estimated 10.3% reduction from FY17.

OTHER GOVERNMENTAL REVENUE

FY18: \$10,000,660

OTHER GOVERNMENTAL REVENUE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Cambridge Health Alliance	\$8,436,500	\$8,669,350	\$9,000,660
Medicaid Reimbursement	\$1,281,530	\$1,000,000	\$1,000,000
TOTAL	\$9,718,030	\$9,669,350	\$10,000,660

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 \$1,554,800. It also reimburses the City for its share of contributory retirement system costs (\$7,445,860) that are budgeted in the Employee Benefits Department.

MEDICAID REIMBURSEMENT

This revenue source reflects reimbursements of the cost of certain health services provided to Medicaid eligible students with disabilities.

STATE CHERRY SHEET REVENUE

FY18: \$36,019,450

FEES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
EDUCATION REIMBURSEMENT	\$891,280	\$1,278,190	\$1,278,190
Charter School Tuition Reimbursement	\$891,280	\$1,246,025	\$1,246,025
School Lunch Program	\$0	\$32,165	\$32,165
GENERAL GOVERNMENT REIMB./DISTRIB.	\$853,525	\$798,025	\$798,025
Library Aid	\$131,590	\$131,350	\$131,350
Real Estate Abatements	\$176,255	\$172,585	\$172,585
Veterans' Benefits	\$545,680	\$494,090	\$494,090
SCHOOL/LOCAL AID (UGGA)	\$30,881,605	\$33,943,235	\$33,943,235
School Aid/Chapter 70	\$11,077,400	\$13,287,460	\$13,287,460
Unrestricted General Government Aid/Local Aid	\$19,804,205	\$20,655,775	\$20,655,775
TOTAL REVENUE	\$32,626,410	\$36,019,450	\$36,019,450

INTERGOVERNMENTAL REVENUE

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 the Massachusetts Bay Transportation Authority, Metropolitan Area Planning Council, air pollution control districts, and the other state programs; and the other section lists the financial aid the City will receive from the state to fund 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 \$33,943,235 in FY18, which is based on the FY17 Cherry Sheet allocation. These two local aid categories represent 5.6% of the total FY18 Operating Budget.

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 six-year period at a declining rate of 100%, 25%, 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 Massachusetts 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 \$400 of taxes for veterans with disabilities or Purple Hearts. The base exemption amount is \$400 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 that 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 \$25,346 for a single person or \$38,019 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 \$50,689, or married, not in excess of \$69,698, 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.

INTERGOVERNMENTAL REVENUE

- 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 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/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 5.6% of the total Operating Budget. Approximately 24% (\$8,285,315) of UGGA supports the School Budget.

STATE GRANTS

FY18: \$163,305

STATE GRANTS	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Additional Voting Hours	\$28,610	\$42,175	\$0
Consumers' Council Grant	\$54,000	\$54,000	\$54,000
Massachusetts Clean Water Trust Subsidy	\$44,170	\$44,240	\$44,305
Massachusetts Cultural Council	\$14,800	\$14,960	\$15,000
Reimbursement for Non-Contributory Pensions	\$9,525	\$50,000	\$50,000
TOTAL	\$151,105	\$205,375	\$163,305

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 funds additional voting hours for Primary and General Elections. Reimbursement is not anticipated for FY18.

CONSUMERS' COUNCIL

The Massachusetts Attorney General's Office annually awards a grant to the Cambridge Consumers' Council to offset the Council's 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 projects.

MASSACHUSETTS CULTURAL COUNCIL (MCC)

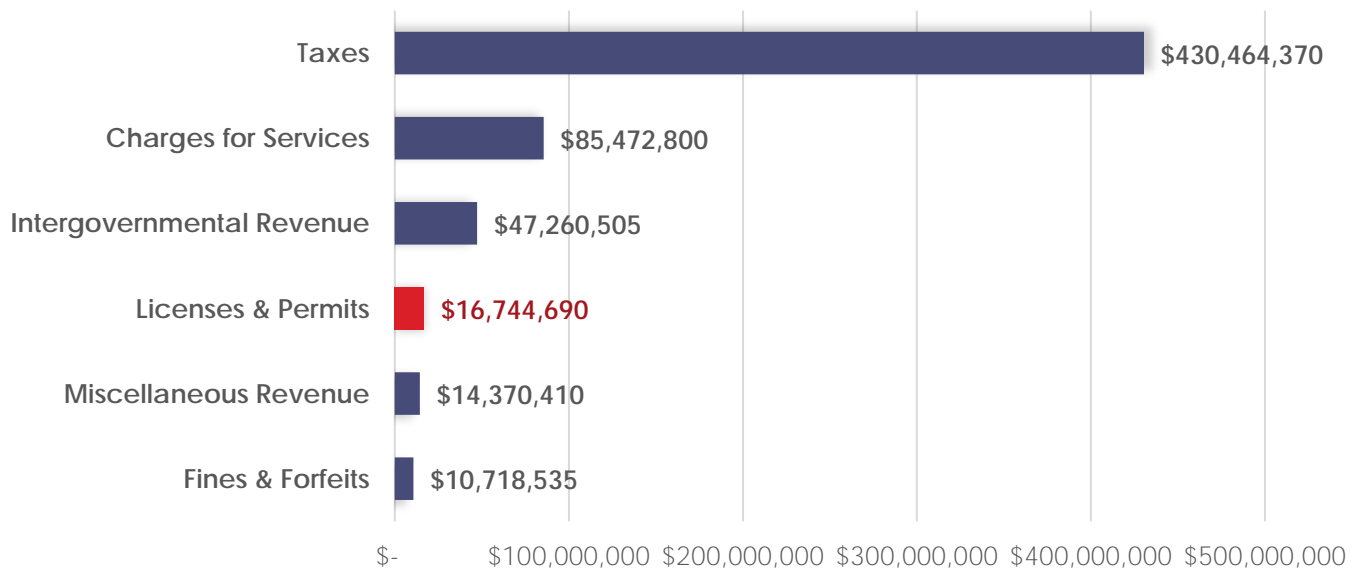
The Arts Council receives a MCC Cultural Investment Portfolio Grant to provide operating support to offset administrative and programming costs.

REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS

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

LICENSES & PERMITS

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310



LICENSES & PERMITS SUMMARY

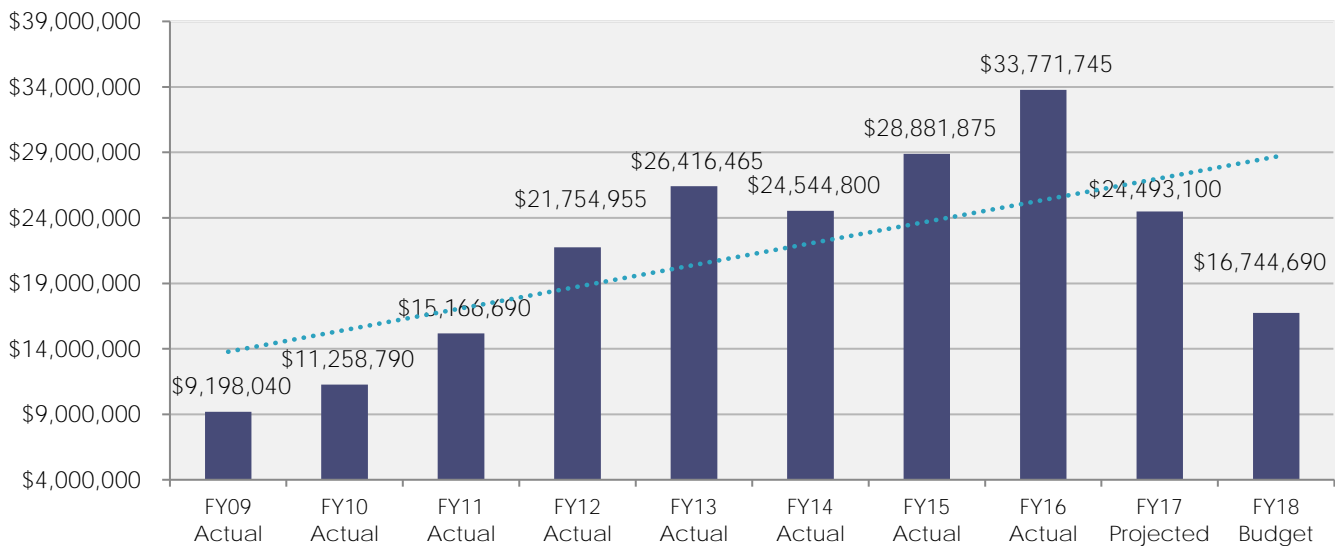
LICENSES & PERMITS	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	% OF FY18 L&P REVENUE
LICENSES	\$2,820,100	\$2,652,980	\$2,485,940	14.8%
PERMITS	\$30,951,645	\$21,840,120	\$14,258,750	85.2%
TOTAL	\$33,771,745	\$24,493,100	\$16,744,690	100.0%

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 Board, 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. License revenue will account for 0.4% 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. Permit revenue will account for 2.4% of total General Fund revenues.

TEN-YEAR HISTORY OF LICENSES & PERMITS



LICENSES & PERMITS

LICENSES

FY18: \$2,485,940

LICENSES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Alcoholic Beverages Licenses	\$1,042,435	\$1,060,000	\$1,000,000
Builder's Licenses	\$5,820	\$3,000	\$2,500
Common Victualer Licenses	\$66,100	\$56,000	\$55,000
Disposal Licenses	\$1,125	\$2,000	\$2,000
Dog Licenses	\$38,750	\$35,820	\$60,000
Dumpster Licenses	\$102,450	\$85,000	\$75,000
Entertainment Licenses	\$197,280	\$197,000	\$190,000
Garage With/Without Flammable Licenses	\$387,365	\$360,000	\$335,000
Hackney Fees & Licenses	\$25,685	\$4,145	\$0
Health-Related Licenses	\$351,255	\$171,925	\$117,500
Lodging/Innholder Licenses	\$204,140	\$297,000	\$290,000
Marriage Licenses	\$44,585	\$40,000	\$40,000
Milk Licenses	\$8,925	\$8,500	\$6,000
Miscellaneous Licenses	\$21,800	\$20,000	\$20,000
Motor Vehicle-Related Licenses	\$75,175	\$75,000	\$75,000
Newspaper Box Fees	\$1,950	\$6,500	\$4,000
Pole & Conduit Permits	\$180,240	\$175,000	\$175,000
Property Use Licenses	\$31,850	\$21,750	\$20,000
Recreation Camp Fees	\$1,100	\$1,100	\$700
Shops & Sales Licenses	\$2,440	\$2,440	\$2,440
Street Performer Licenses	\$9,630	\$10,800	\$10,800
Tobacco Licenses	\$20,000	\$20,000	\$5,000
TOTAL	\$2,820,100	\$2,652,980	\$2,485,940

ALCOHOLIC BEVERAGES LICENSES

Pursuant to G.L. c. 138 and the Special Acts of 1922, the Board of License Commissioners can grant and regulate licenses for the sale of alcoholic beverages. The license fee depends on the type of liquor license being issued and the category of alcohol being sold.

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.

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.

LICENSES & PERMITS

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. The Inspectional Services Department issues the disposal licenses.

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 \$10 for spayed/neutered dogs and \$30 for un-spayed/un-neutered dogs.

DUMPSTER LICENSES

Pursuant to City Ordinance 8.25, an annual \$100 dumpster license is required for all dumpsters located in the city. The Inspectional Services Department issues the dumpster licenses.

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. The Inspectional Services Department issues the entertainment licenses.

GARAGE WITH/WITHOUT FLAMMABLE LICENSES

These licenses are issued, and the fees related thereto are set, by the Board of License Commissioners. The fees for these licenses depend on the type of license, flammables, and type of garage.

HACKNEY FEES & LICENSES

There are 257 medallions that have been issued and approved by the Board of License Commissioners. Due to the state of the taxi industry, it is estimated that at least 39 of those medallions are not in use. Twice a year, the vehicles to which the medallions were issued are subject to inspection by the Hackney Police Officers. In addition, every year, individuals who have been licensed as hackney drivers must renew their license by submitting themselves to Criminal Offender Record Information and Driving History checks. In consideration of the decline in the taxi industry, the fees charged for the inspection of the vehicles and the renewal of the driver's licenses have been waived for FY17-19.

HEALTH-RELATED LICENSES

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

LODGING/INNHOLDER LICENSES

Pursuant to G. L. c. 140, the Board of License Commissioners licenses innholders, which includes "hotels, motels, resorts, boarding houses, or inns which are kept, used, or advertised or held out to the public to be a place where sleeping or housekeeping accommodations are supplied for pay to guests for transient occupancy." The license fee is \$24 for the first four rooms and \$24 for each additional room if no alcohol is served at the premises. If alcohol is served, then the fee is \$5,900 if there are less than 100 rooms, and \$6,500 if there are more than 100 rooms. There are currently 25 active innholders in the city.

LICENSES & PERMITS

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 licenses to serve and/or sell dairy products. The yearly fee is \$10.

MISCELLANEOUS LICENSES

The Board of License Commissioners issues several other types of licenses, including, but are not limited to, licenses for fortune tellers, peddlers, and open air festivals.

MOTOR VEHICLE-RELATED LICENSES

The Board of License Commissioners issues licenses for used car dealers (\$200), automobile rental agencies (\$121), and limousine services.

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. The Public Works Department issues these fees.

POLE & CONDUIT PERMITS

The City charges a fee for each conduit site, pole, and small cell installations that are authorized and for which a permit is granted 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 entities that have conduits in the public way. The License Commission processes applications and collects the fees.

PROPERTY USE LICENSES

Any establishment that has an outdoor patio on the public way and serves alcoholic beverages on the patio pays a \$750 annual fee for the use of the public way.

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 Board of License Commissioners issues licenses to antique and second hand goods stores (\$100) and auctioneers (\$60). One-day auctioneer permits are also issued for \$31 per day.

STREET PERFORMER LICENSES

A \$40 fee is required from each street performer to offset costs incurred by the Arts Council staff in advocating for performers and ensuring compliance with the articles contained in the City's Sidewalk Use Ordinance and that pertain to the Cambridge Street Performer Program.

LICENSES & PERMITS

TOBACCO LICENSES

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

PERMITS

FY18: \$14,258,750

PERMITS	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Air Rights Over Public Ways	\$8,950	\$28,000	\$10,000
Building Permits	\$26,087,015	\$17,500,000	\$11,200,000*
Fire Permits	\$158,345	\$120,000	\$105,000
Firearms Permits	\$3,650	\$3,000	\$3,000
Gas Permits	\$152,110	\$160,000	\$100,000
Mechanical Permits	\$319,640	\$225,000	\$100,000
Occupancy Certifications	\$32,285	\$28,000	\$15,000
Place of Assembly Fees	\$585,260	\$500,000	\$500,000
Plan Review Permits	\$193,075	\$195,220	\$55,000
Plumbing Permits	\$322,420	\$300,000	\$150,000
Sheet Metal Fees	\$113,475	\$105,000	\$45,000
Sprinkler Permits	\$135,640	\$130,000	\$75,000
Street Obstruction Permits	\$915,175	\$875,000	\$850,000
Street Opening & Sidewalk Obstruction Permits	\$1,034,460	\$850,000	\$550,000
Sunday Permits	\$1,435	\$900	\$750
Wiring Permits	\$888,710	\$820,000	\$500,000
TOTAL	\$30,951,645	\$21,840,120	\$14,258,750

*Does not include \$2,800,000 in building permits revenue that will be used in the Capital Budget.

AIR RIGHTS OVER PUBLIC WAYS

The Inspectional Services Department inspects private bridges built over public ways for pedestrian travel. Calculations 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.

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.

LICENSES & PERMITS

FIREARMS PERMITS

The Police Department issues licenses to carry a firearm to individuals meeting the requirements established by statute (\$100 for six 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. The Department collects the fee and distributes \$75 to the state Department of Criminal Justice Information Services.

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

Inspectional Services 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

Inspectional Services issues Certificates of Occupancy (COs) after completion of construction or a change in use to certify that the structure complies with the Building Code and Zoning Ordinance. COs are also issued upon the owner's request for those older structures that predate the Building Code. The fee is \$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. 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 PERMIT

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/ duct work. The fee is \$50 plus \$25 per each 100 linear feet.

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.

LICENSES & PERMITS

STREET OBSTRUCTION PERMITS

The TPT Department issues over 8,100 permits per year 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

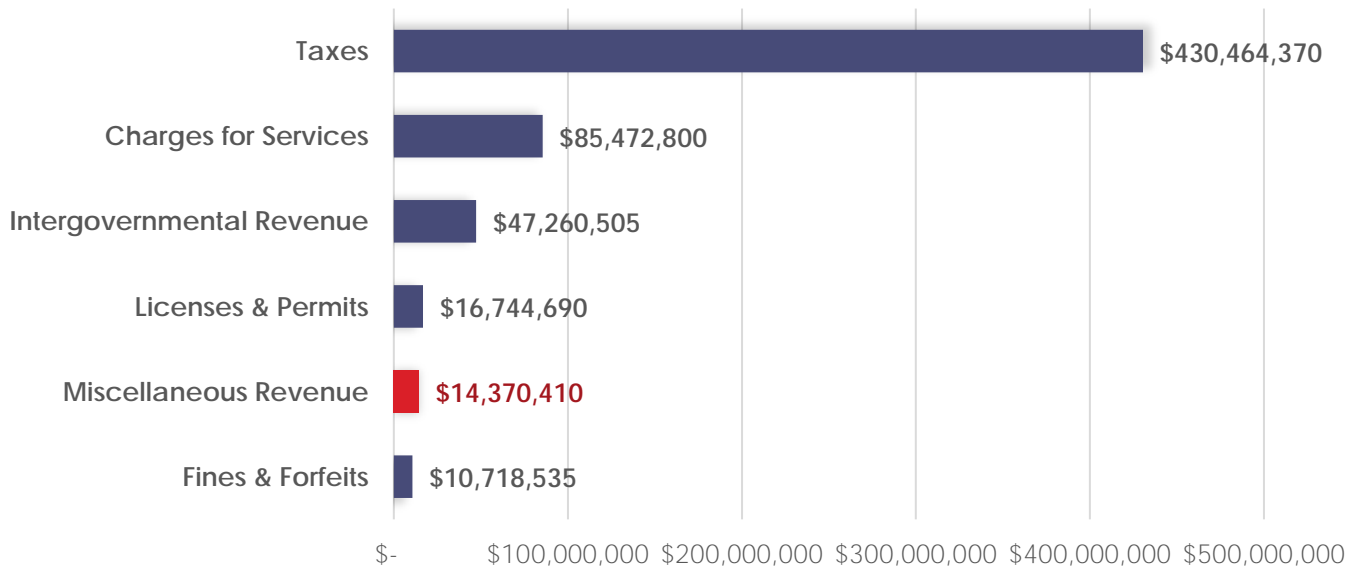
The Police Department issues Sunday permits (\$25 per Sunday), which allow a business to operate on Sunday due to unusual or extenuating circumstances.

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 fixtures and wiring included in the job. The minimum permit fee is \$25.

MISCELLANEOUS REVENUE

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310



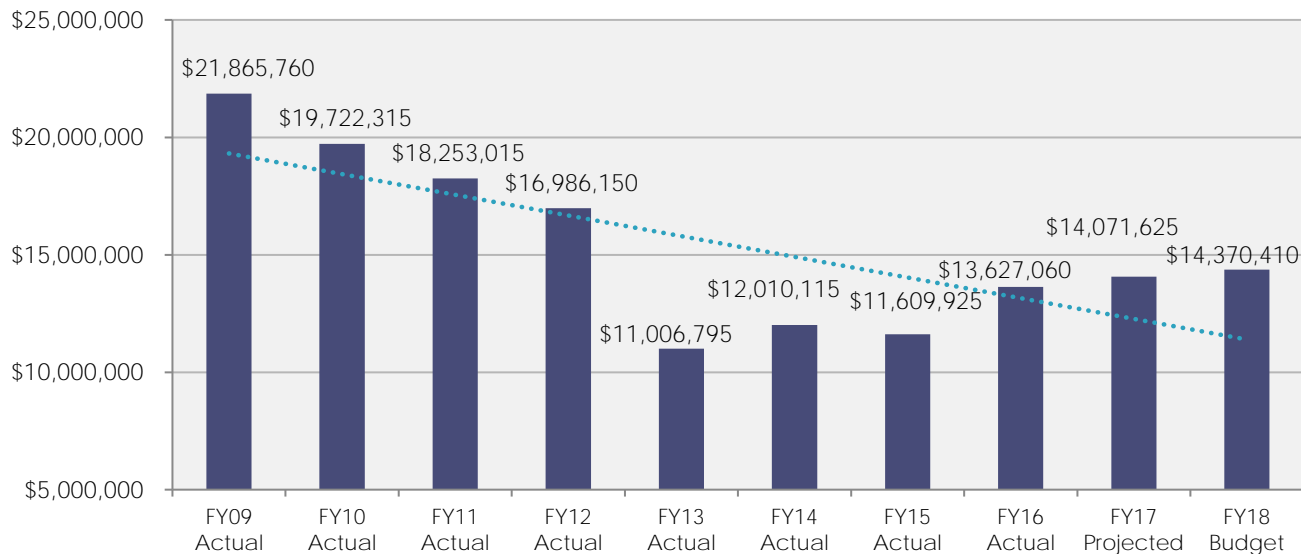
MISCELLANEOUS REVENUE SUMMARY

MISCELLANEOUS REVENUE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	% OF FY18 MISC. REVENUE
INTEREST EARNINGS	\$1,263,060	\$1,165,000	\$810,000	5.6%
OTHER MISCELLANEOUS RECEIPTS	\$12,261,685	\$12,816,250	\$13,480,410	93.8%
SALE OF CITY PROPERTY	\$102,315	\$90,375	\$80,000	0.6%
TOTAL	\$13,627,060	\$14,071,625	\$14,370,410	100.0%

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 2.4% of total General Fund revenues.

TEN-YEAR HISTORY OF MISCELLANEOUS REVENUE



INTEREST EARNINGS

FY18: \$810,000

The City regularly invests temporarily idle cash in the Massachusetts Municipal Trust Depository Cash Fund and through our semiannual Certified Deposit (CD) bids. The City emails 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 \$700,000 have been included in the Operating Budget. In addition to this amount, \$70,000 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: Community Development (\$60,000), Finance (\$700,000), Public Works (\$40,000), and Traffic, Parking & Transportation (\$10,000).

MISCELLANEOUS REVENUE

OTHER MISCELLANEOUS REVENUE

FY18: \$13,480,410

OTHER MISCELLANEOUS REVENUE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
Bus Shelter Advertising	\$38,975	\$34,645	\$34,645
Claims Trust Transfer	\$8,820,000	\$8,920,000	\$9,020,000
Debt Stabilization Transfer	\$1,300,000	\$1,700,000	\$2,000,000
Miscellaneous Reimbursement	\$65,360	\$156,380	\$160,810
Miscellaneous School Receipts	\$500,475	\$200,000	\$200,000
Other Miscellaneous Revenue	\$216,500	\$181,175	\$0
Overtime Reimbursement	\$108,115	\$90,000	\$85,000
Recycling	\$8,440	\$21,750	\$17,500
Royalties	\$4,995	\$10,000	\$4,000
School Stabilization Fund	\$540,865	\$517,970	\$495,070
Teacher Retirement Transfer	\$600,000	\$600,000	\$600,000
Traffic Knockdown	\$27,960	\$20,000	\$20,000
Traffic Mitigation Funds	\$30,000	\$30,000	\$30,000
Utility Net Metering Credits	\$0	\$334,330	\$813,385
TOTAL	\$12,261,685	\$12,816,250	\$13,480,410

BUS SHELTER ADVERTISING

This revenue reflects the income received by the City for advertising located in bus shelters. The revenue is collected by the Community Development Department.

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 insurance, dental, and life insurance costs. Funds from the Health Claims Trust Fund are 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.

DEBT STABILIZATION TRANSFER

The Debt Stabilization Fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. In FY18, \$2,000,000 will be used to cover Debt Service costs.

MISCELLANEOUS REIMBURSEMENT

The Public Works Department receives reimbursements (\$45,310) 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, the Inspectional Services Department receives reimbursements for laboratory animal inspections (\$103,500).

MISCELLANEOUS REVENUE

MISCELLANEOUS SCHOOL RECEIPTS

The School Department receives revenues related to vocational education and international tuition.

OTHER MISCELLANEOUS REVENUE

The revenue reflects the income received by the City from the Hubway system.

OVERTIME REIMBURSEMENT

The Police (\$45,000) and Public Works (\$40,000) Departments receive reimbursements from various outside organizations for overtime and services provided by City personnel.

RECYCLING

Public Works receives revenue for the materials collected in the 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 received from sales of its publications to members of the public, to book stores, and through publishers' royalties. Income is also earned from fees for research assistance, consultations on historic paint colors, the sale of photographic prints, scans from the Commission's collections, and photocopying.

SCHOOL STABILIZATION TRANSFER

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

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 FY18 amount is consistent with previous year allocations and available revenues.

TRAFFIC KNOCKDOWN

The Electrical and Traffic 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 replacement light poles, fire alarm boxes, and traffic lights.

TRAFFIC MITIGATION FUNDS

This account is set up to receive annual mitigation of new development project(s) for traffic and urban development infrastructures. Each year, the owner of the CambridgeSide Galleria contributes \$30,000 to the Traffic, Parking & Transportation Department.

UTILITY NET METERING CREDITS

Credits are earned for energy produced by renewable generating facilities that the City participates in.

MISCELLANEOUS REVENUE

SALE OF CITY PROPERTY

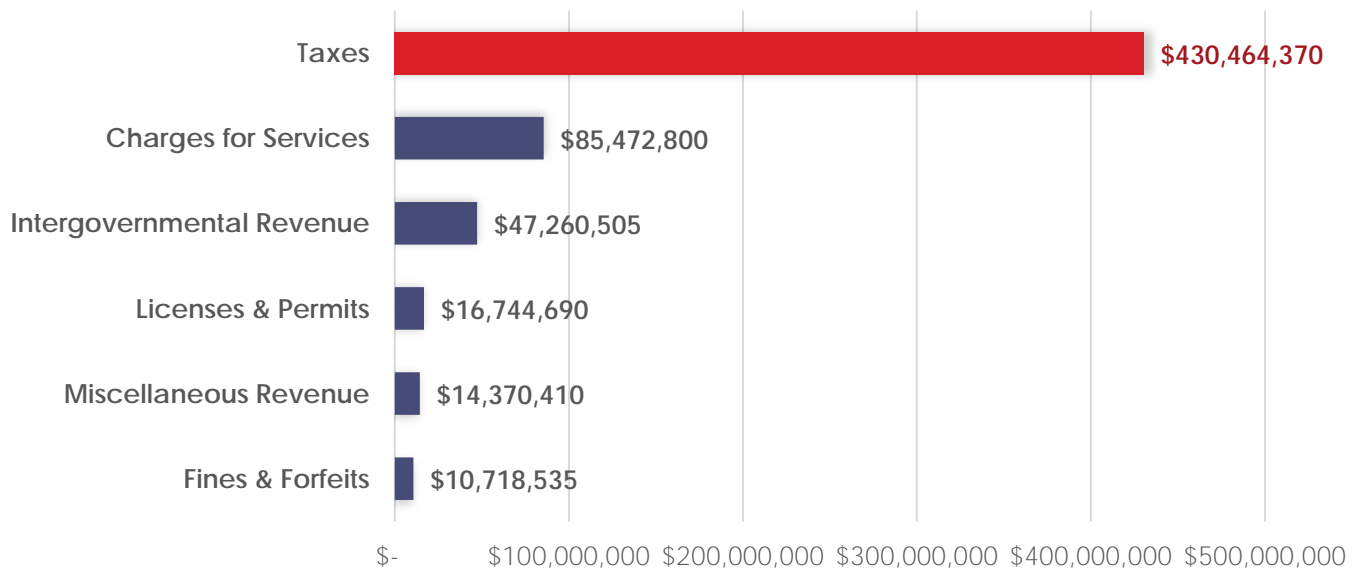
FY18: \$80,000

SALE OF CITY PROPERTY

Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is \$1,600. 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.

TAXES

FY18 OPERATING BUDGET - REVENUES BY CATEGORY: \$605,031,310



TAXES SUMMARY

TAXES	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	% OF FY18 TAXES
CORPORATION EXCISE TAX	\$1,001,675	\$862,500	\$862,500	0.2%
HOTEL/MOTEL EXCISE TAX	\$14,616,840	\$13,200,000	\$13,600,000	3.2%
IN LIEU OF TAX PAYMENTS	\$7,272,780	\$6,000,000	\$6,200,000	1.4%
MEALS EXCISE TAX	\$4,595,850	\$3,900,000	\$4,200,000	1.0%
MOTOR VEHICLE EXCISE TAX	\$7,246,110	\$6,750,000	\$6,800,000	1.6%
PENALTIES & DELINQUENT INTEREST	\$916,430	\$700,000	\$700,000	0.2%
PERSONAL PROPERTY TAX	\$21,646,470	\$22,341,850	\$23,875,360	5.5%
REAL PROPERTY TAX	\$331,992,010	\$356,106,840	\$374,226,510	86.9%
TOTAL	\$389,288,165	\$409,861,190	\$430,464,370	100.0%

TAXES

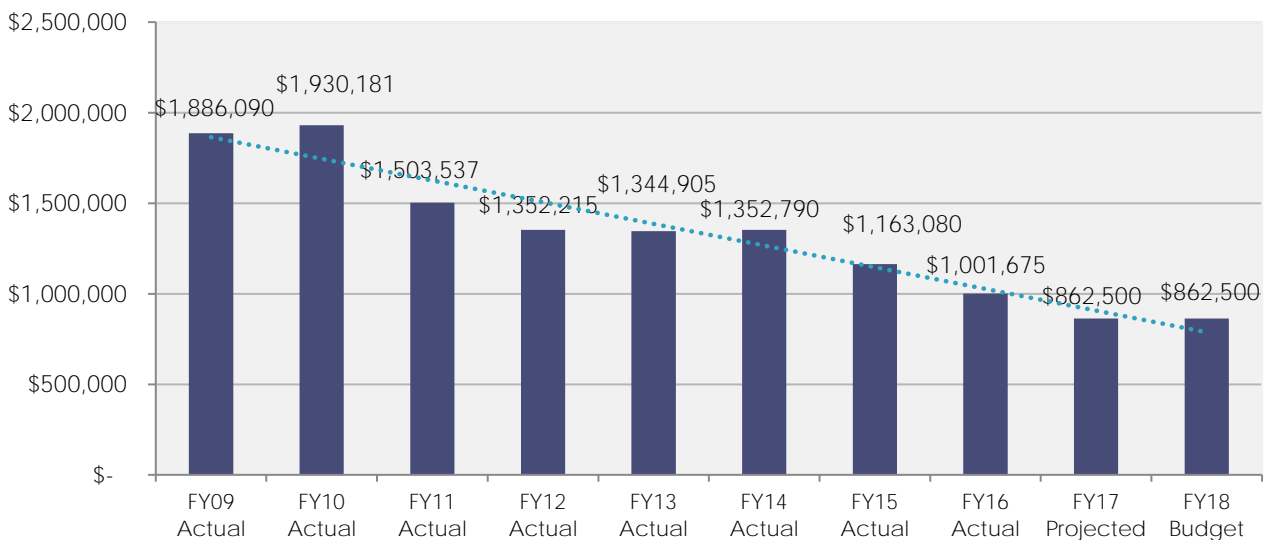
Taxes, primary property taxes, are assessed and levied by the City to fund a wide range of community services. Taxes will account for 71.1% of total General Fund revenues.

CORPORATION EXCISE TAX

FY18: \$862,500

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



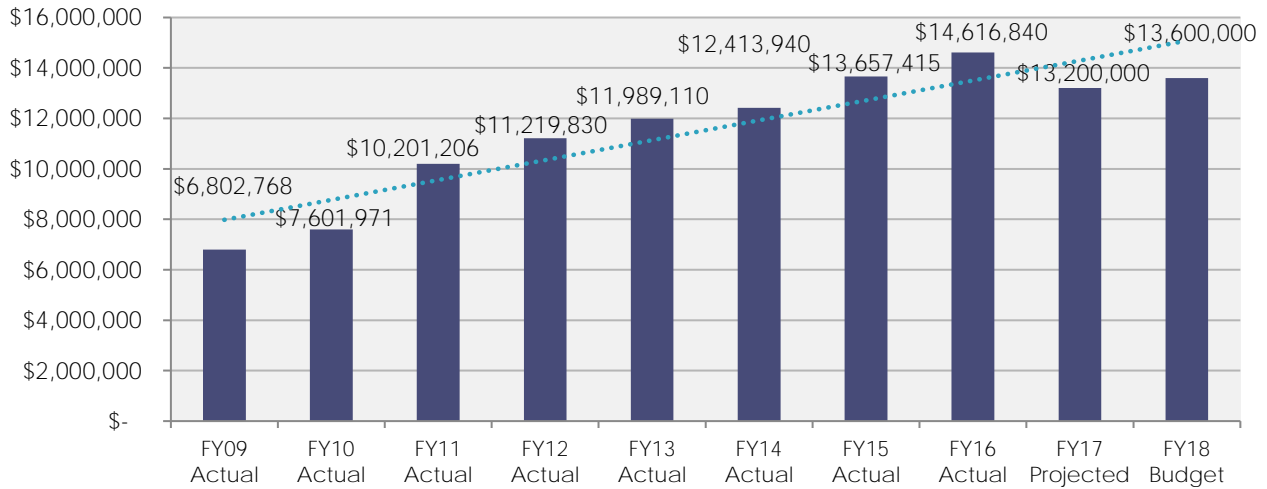
HOTEL/MOTEL EXCISE TAX

FY18: \$13,600,000

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



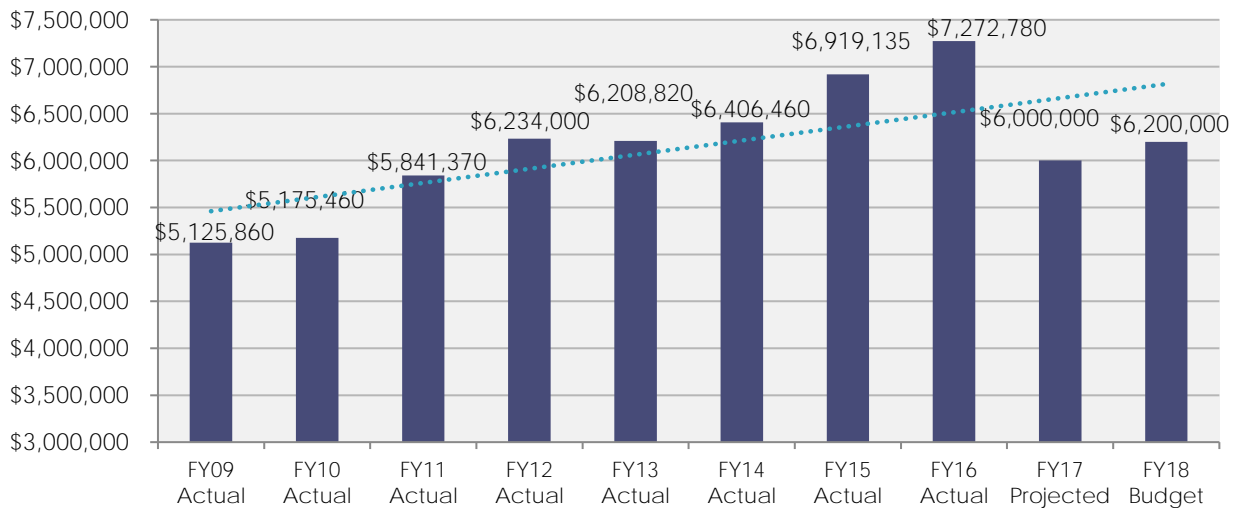
IN LIEU OF TAX PAYMENTS

FY18: \$6,200,000

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



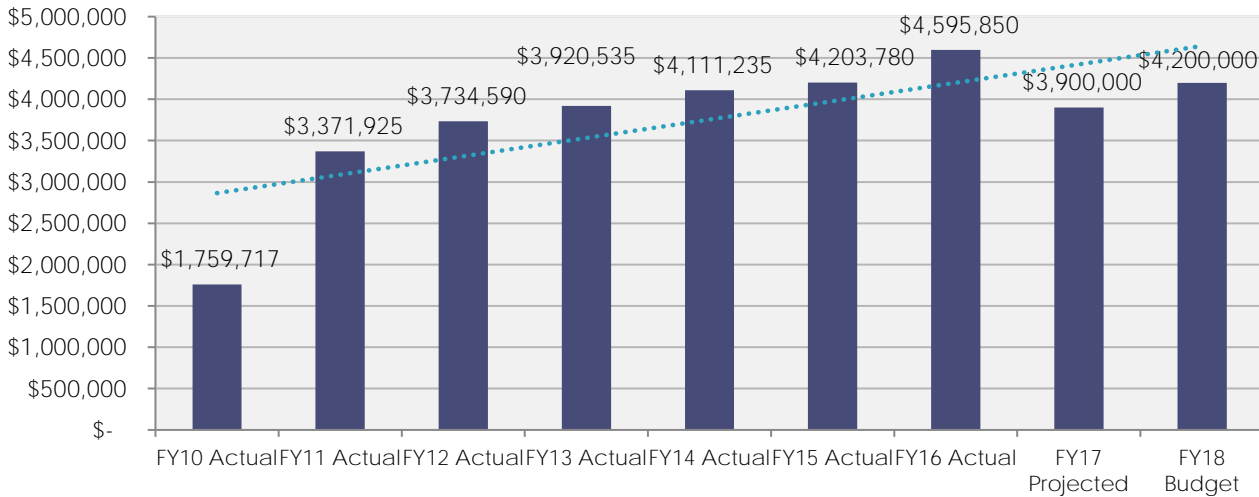
TAXES

MEALS EXCISE TAX

FY18: \$4,200,000

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%.

NINE-YEAR HISTORY OF MEALS EXCISE TAX



MOTOR VEHICLE EXCISE TAX

FY18: \$6,800,000

EXCISE TAX RECEIPTS

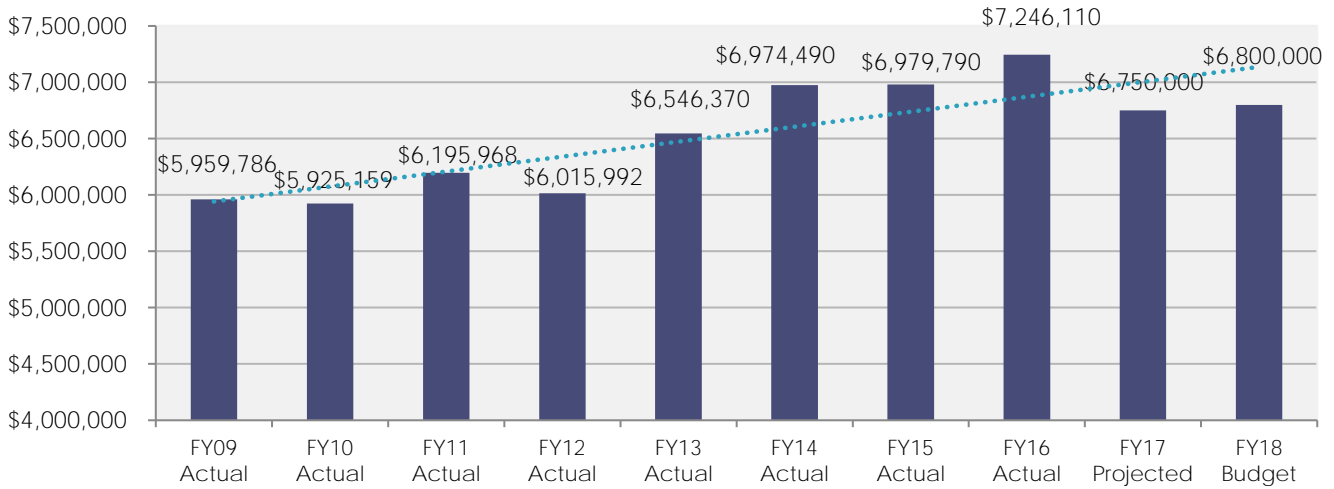
The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are 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 deputy collectors on a quicker and more accurate basis. In FY17, the City sent out approximately 55,122 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

FY18: \$700,000

DELINQUENT INTEREST

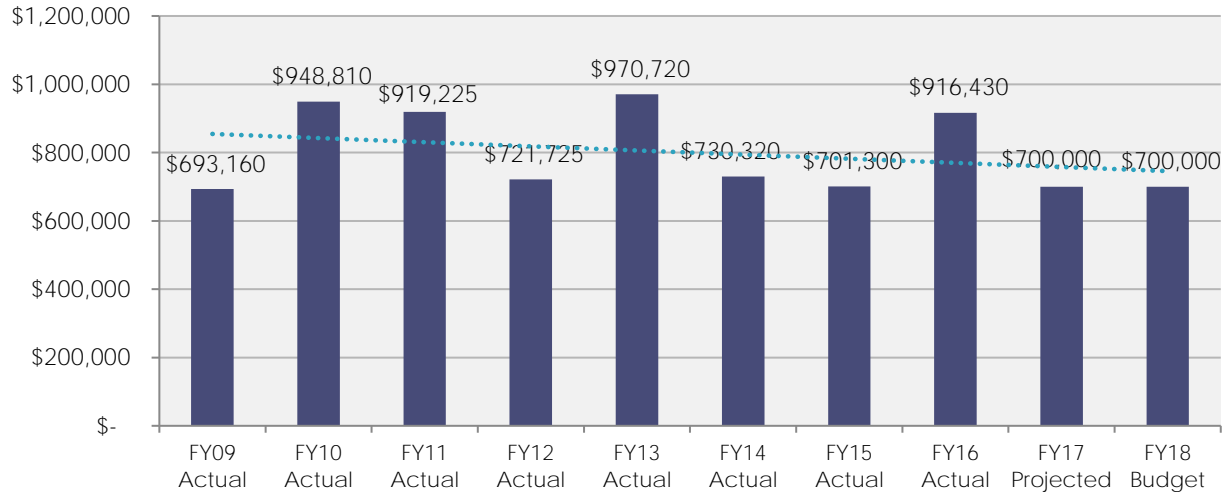
The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14% from the original billing date. Tax title accounts are charged 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 1) in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$10), and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges, in lieu of a salary. 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

FY18: \$23,875,360

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 2,617 accounts. Traditionally, utility companies are the highest personal property taxpayers, but Cambridge has a sizeable 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% 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 (FY17)		
1	NSTAR Electric	\$3,813,153
2	Novartis	\$3,263,118
3	NSTAR Gas	\$1,321,296
4	Millennium Pharmaceutical	\$726,634
5	Level 3 Communications	\$608,168
6	Kendall Green Energy	\$581,169
7	Cingular Wireless	\$556,563
8	Verizon New England	\$499,256
9	Draper Laboratory	\$483,106
10	Sanofi Aventis	\$404,717

TAXES

REAL PROPERTY TAX

FY18: \$374,226,510

The primary source of revenue for municipalities in the Commonwealth is the real property tax. For purposes of taxation, real property includes land, 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
FY17	\$372,674,087	\$4,388,635	\$368,285,452	-	-
FY16	\$354,430,753	\$4,377,717	\$350,053,036	\$350,616,668	99.8%
FY15	\$341,445,455	\$4,604,198	\$336,841,257	\$337,734,019	100.3%
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%

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	
FY17	\$372,674,087	\$4,388,635	1.2%	-
FY16	\$354,430,753	\$4,377,717	1.2%	\$1,008,309
FY15	\$341,445,455	\$4,604,198	1.3%	\$1,005,232
FY14	\$328,544,945	\$4,544,945	1.4%	\$1,419,005
FY13	\$316,947,769	\$4,447,769	1.4%	\$1,177,870

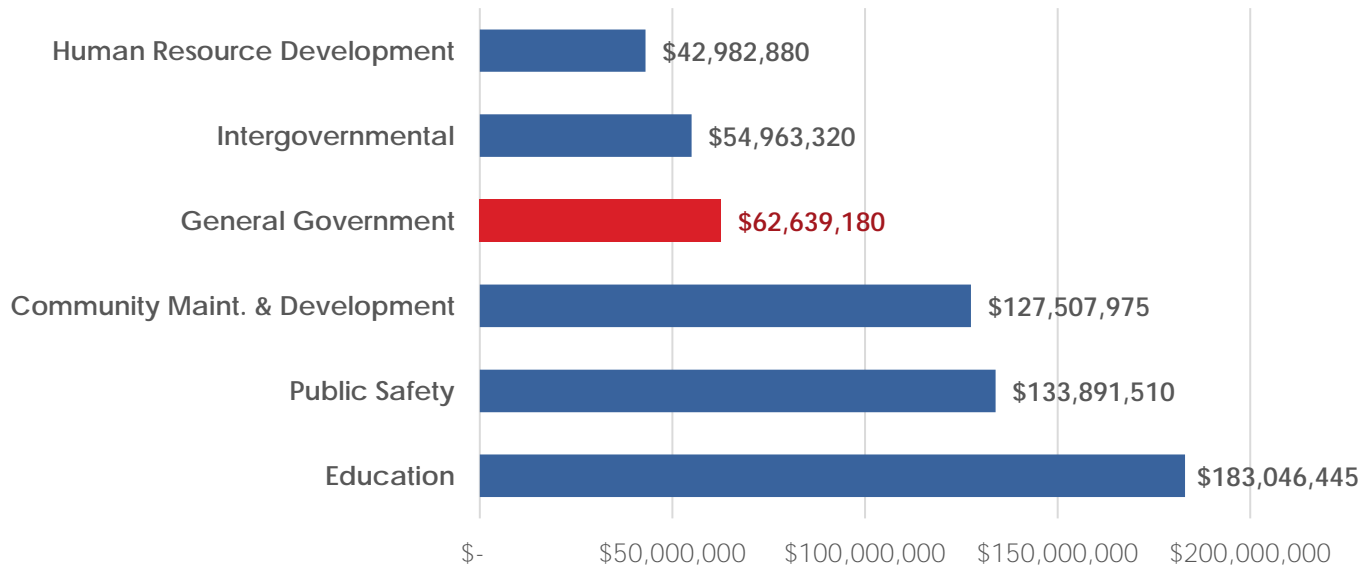
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SECTION V

EXPENDITURES/SERVICE PROGRAMS

GENERAL GOVERNMENT

FY18 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$605,031,310



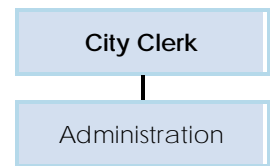
GENERAL GOVERNMENT

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 PROPOSED
CHARGES FOR SERVICES	\$881,710	\$867,000	\$856,200
FINES & FORFEITS	\$316,500	\$316,500	\$316,500
INTERGOVERNMENTAL REVENUE	\$11,990,030	\$13,561,060	\$13,579,360
LICENSES & PERMITS	\$56,715	\$53,300	\$53,300
MISCELLANEOUS REVENUE	\$10,536,155	\$10,520,000	\$10,320,000
TAXES	\$42,407,500	\$41,710,445	\$37,513,820
TOTAL BUDGETED REVENUE	\$66,188,610	\$67,028,305	\$62,639,180
PROGRAM EXPENDITURES			
CITY CLERK	\$1,131,045	\$1,190,895	\$1,352,105
CITY COUNCIL	\$1,803,105	\$1,887,980	\$2,009,355
ELECTION COMMISSION	\$1,210,060	\$1,459,710	\$1,260,475
EMPLOYEE BENEFITS	\$19,833,405	\$25,036,155	\$31,749,070
EXECUTIVE	\$2,418,625	\$2,605,870	\$2,801,290
FINANCE	\$15,446,715	\$16,691,380	\$18,514,495
GENERAL SERVICES	\$581,215	\$565,370	\$602,550
LAW	\$4,620,240	\$6,128,985	\$2,551,815
MAYOR	\$518,630	\$598,310	\$653,595
PUBLIC CELEBRATIONS	\$907,400	\$916,790	\$1,104,430
RESERVE	\$0	\$0	\$40,000
TOTAL BUDGETED EXPENDITURES	\$48,470,440	\$57,081,445	\$62,639,180

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), business and professional certificates, cemetery deeds for the Cambridge Cemetery, and municipal and zoning ordinances of the City.



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 Clerk's Office maintains a list of rules and regulations for various departments, boards, and commissions in Cambridge. All documents and notifications are available to the public, with some exceptions pertaining to vital records. As of 2017, the Clerk's Office is processing online requests and payments for certified copies of vital records.

In FY18, the Clerk's Office will improve the quality of supporting documents, such as maps and other scanned items, in the Open Meeting Portal to enhance transparency and user experience. The Open Meeting Portal serves as the online repository of City Council agendas, minutes, and videos.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$271,635	\$267,300	\$256,500
INTERGOVERNMENTAL REVENUE	\$19,300	\$19,300	\$19,300
LICENSES & PERMITS	\$44,585	\$40,000	\$40,000
TAXES	\$822,635	\$911,210	\$1,036,305
TOTAL BUDGETED REVENUE	\$1,158,155	\$1,237,810	\$1,352,105
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,061,435	\$1,085,365	\$1,231,575
OTHER ORDINARY MAINTENANCE	\$68,580	\$101,110	\$116,110
TRAVEL & TRAINING	\$1,030	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,131,045	\$1,190,895	\$1,352,105
FULL-TIME BUDGETED EMPLOYEES	10	10	10

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, and Portuguese. 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.



In-sung and Hana were married by the Deputy City Clerk on March 16, 2017.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Accurately establish, maintain, correct, index, and certify all vital records, business records, and other 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	FY16 ACTUAL	FY17 PROJECTED	FY18 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	Notification of Council actions completed 36 hours after meeting	100%	100%	100%
2	Number of updates to the Municipal Code distributed to subscribers	1	2	2
3	City Council agenda published on City website 72 hours prior to meeting	100%	100%	100%
3	Requests for vital records responded to within 24 hours	n/a	100%	100%

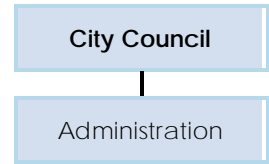
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,061,435	\$1,085,365	\$1,231,575
OTHER ORDINARY MAINTENANCE	\$68,580	\$101,110	\$116,110
TRAVEL & TRAINING	\$1,030	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,131,045	\$1,190,895	\$1,352,105
FULL-TIME BUDGETED EMPLOYEES	10	10	10

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. The City Council meets regularly on Mondays at 5:30 p.m. from January-June and September-December in the Sullivan Chamber on the second floor of City Hall.



Policy-Making/Legislation (\$1,618,170): Every two years, nine City Councillors are 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 (\$291,485): 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 (\$72,700): This allotment allows 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.

Inaugural (\$27,000): This is a biennial allocation for the City Council Inaugural. The next inaugural celebration will take place in FY18.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$14,110	\$14,110	\$14,110
TAXES	\$1,775,590	\$1,866,095	\$1,995,245
TOTAL BUDGETED REVENUE	\$1,789,700	\$1,880,205	\$2,009,355
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,711,630	\$1,753,295	\$1,860,255
OTHER ORDINARY MAINTENANCE	\$50,130	\$71,960	\$76,400
TRAVEL & TRAINING	\$41,345	\$62,725	\$72,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,803,105	\$1,887,980	\$2,009,355
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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 and considers all matters affecting veteran services and benefits.
- **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, Jan Devereux, Mayor E. Denise Simmons, Leland Cheung, and Vice Mayor Marc C. McGovern. *Back Row:* Timothy J. Toomey, Jr., Nadeem A. Mazen, Craig A. Kelley, and David P. Maher.

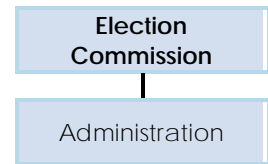
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,711,630	\$1,753,295	\$1,860,255
OTHER ORDINARY MAINTENANCE	\$50,130	\$71,960	\$76,400
TRAVEL & TRAINING	\$41,345	\$62,725	\$72,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,803,105	\$1,887,980	\$2,009,355
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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 City Census; ensuring compliance with federal, state, and local election laws and the policies and guidelines established by the Board; managing staffing and operation of polling locations; and providing access to candidacy for those seeking elected office. The Board is also charged with teaching citizens the significance of registering to vote and ensuring that no one who is qualified to vote is denied the right and opportunity to do so. Individuals from both major parties are appointed to the Board by the City Manager for staggered four-year terms.



The Board's role includes administration of Chapter 55 of the Massachusetts General Laws, which governs campaign and political finance reporting, and responsibility for implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

As of 2016, approximately 73,500 individuals were registered to vote in Cambridge. Last year, for the first time in Massachusetts, registered voters were given the opportunity to vote before Election Day (November 8, 2016). The City offered five early voting sites with varying schedules located throughout the city, earning the City a gold medal and certificate of appreciation from the Massachusetts Common Cause and Massachusetts Election Modernization Coalition's Early Voting Challenge for going beyond the minimum requirements to provide citizens with substantial opportunities to cast their vote early. A total of 19,921 registered voters chose to cast their ballots early in Cambridge.

In FY18, the Election Commission will begin the process of acquiring a new computerized voting system to replace the current system. The new system is expected to go live for the FY19 state primary election.

DEPARTMENT FINANCIAL OVERVIEW






FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$1,220	\$750	\$750
INTERGOVERNMENTAL REVENUE	\$110,860	\$124,425	\$82,250
TAXES	\$1,050,925	\$1,185,045	\$1,177,475
TOTAL BUDGETED REVENUE	\$1,163,005	\$1,310,220	\$1,260,475
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$986,855	\$1,159,770	\$1,053,450
OTHER ORDINARY MAINTENANCE	\$221,840	\$299,940	\$204,755
TRAVEL & TRAINING	\$1,365	\$0	\$2,270
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,210,060	\$1,459,710	\$1,260,475
FULL-TIME BUDGETED EMPLOYEES	8	9	9

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 to providing quality services to the public in an efficient and professional manner.

FY18 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 City's website and outreach to the media, City and community organizations, schools, universities, and other partners.
-  3. 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 Statements of Financial Interests.
4. Ensure that campaign finance reporting is disclosed in an accurate and timely manner.
-  5. Ensure that voters have access to voting environments free of interference and intimidation.
-  6. Conduct 2017 Municipal Election 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.
-  7. Pre-register individuals who meet all registration requirements except age, but who are at least 16 years old, in accordance with new state election regulations.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of households that responded to City Census	65%	67%	68%
1	Individual households contacted	49,997	53,009	53,500
1	Online Census response	2,938	3,100	3,200
2	In-person, mail-in, online, and RMV voter registrations	9,842	16,334	10,000
2	Number of registered voters	64,000	73,500	69,000
6	Elections administered	4	2	1
6	Absentee ballots sent	3,123	4,333	2,100
6	Early voting ballots processed	n/a	19,921	n/a

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$986,855	\$1,159,770	\$1,053,450
OTHER ORDINARY MAINTENANCE	\$221,840	\$299,940	\$204,755
TRAVEL & TRAINING	\$1,365	\$0	\$2,270
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,210,060	\$1,459,710	\$1,260,475
FULL-TIME BUDGETED EMPLOYEES	8	9	9

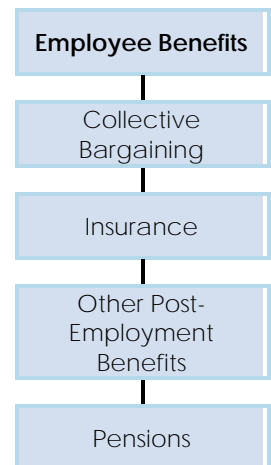
EMPLOYEE BENEFITS

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 (OPEB).

In addition, all funds budgeted in the individual departments are transferred to cost centers within Employee Benefits 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.



The table below shows total health insurance and pension costs for all City departments.

	CITY	SCHOOLS	WATER	EMPLOYEE	TOTAL
HEALTH INSURANCE					
Blue Cross/Medex	\$22,247,540	\$15,229,667	\$1,008,785	\$7,115,688	\$45,601,680
Harvard Pilgrim	\$6,625,930	\$4,821,875	\$138,965	\$2,894,050	\$14,480,820
Tufts	\$5,827,920	\$3,269,150	\$168,510	\$1,962,115	\$11,227,695
TOTAL	\$34,701,390	\$23,320,692	\$1,316,260	\$11,971,853	\$71,310,195
PENSIONS					
Contributory	\$25,645,756	\$4,674,372	\$760,270	\$8,608,478	\$39,688,876
Non-Contributory	-	-	-	\$700,000	\$700,000
TOTAL	\$25,645,756	\$4,674,372	\$760,270	\$9,308,478	\$40,388,876

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$10,874,450	\$12,435,425	\$12,495,860
MISCELLANEOUS REVENUE	\$9,420,000	\$9,520,000	\$9,620,000
TAXES	\$14,172,160	\$15,800,905	\$9,633,210
TOTAL BUDGETED REVENUE	\$34,446,610	\$37,756,330	\$31,749,070
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$19,100,005	\$24,191,455	\$30,836,370
OTHER ORDINARY MAINTENANCE	\$733,335	\$814,700	\$882,700
TRAVEL & TRAINING	\$65	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$19,833,405	\$25,036,155	\$31,749,070
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - COLLECTIVE BARGAINING

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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$424,510	\$371,000	\$4,626,685
OTHER ORDINARY MAINTENANCE	\$17,880	\$17,880	\$17,880
TRAVEL & TRAINING	\$65	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$442,455	\$418,880	\$4,674,565
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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 (\$178,000): 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 employees.

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 (\$2,829,350): 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 Massachusetts Legislature extended unemployment compensation to eligible state and local government employees. The City provides a reimbursement method of payment to the MA Department of Labor and Workforce Development.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$3,993,010	\$2,912,415	\$3,179,350
OTHER ORDINARY MAINTENANCE	\$715,455	\$796,820	\$864,820
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,708,465	\$3,709,235	\$4,044,170
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - OTHER POST-EMPLOYMENT BENEFITS

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-Employment 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 million from the City's Health Claims Trust Fund to the OPEB Trust Fund.

Since FY13, the City has made \$9 million in contributions to the OPEB Trust Fund. A contribution of \$2 million is included in the FY18 Budget. The OPEB Working Group will continue to provide recommendations for funding strategies for the OPEB liability.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 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
TOTAL BUDGETED EXPENDITURES	\$2,000,000	\$2,000,000	\$2,000,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - PENSIONS

MISSION & SERVICES

The Pensions budget is divided into three sections: Retirement Fund (\$8,608,480), Non-Contributory Pensions (\$700,000), and Retirees' Health Insurance (\$11,721,855). Funding for the Retirement System 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 Board 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 review.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$12,682,485	\$18,908,040	\$21,030,335
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$12,682,485	\$18,908,040	\$21,030,335
FULL-TIME BUDGETED EMPLOYEES	0	0	0

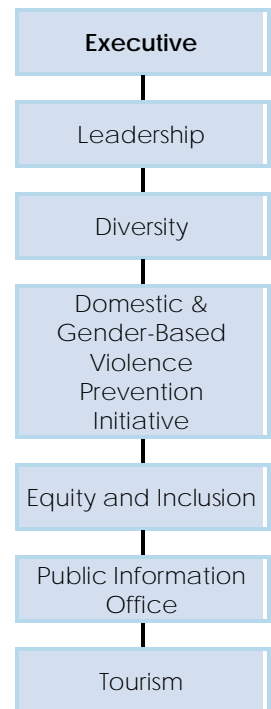
EXECUTIVE

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 rating from all three credit rating agencies for over 18 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 Employees' Committee on Diversity, the Domestic and Gender-Based Violence Prevention Initiative, the Office of Equity and Inclusion (formerly the Affirmative Action Office), and the Public Information Office. The Cambridge Office for Tourism (COT), a nonprofit agency, receives City funds budgeted in this Department and the Deputy City Manager serves as a COT board member.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 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	\$1,937,285	\$2,044,155	\$2,382,425
TOTAL BUDGETED REVENUE	\$2,356,150	\$2,463,020	\$2,801,290
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,881,200	\$1,947,115	\$1,979,440
OTHER ORDINARY MAINTENANCE	\$502,170	\$618,705	\$770,300
TRAVEL & TRAINING	\$35,255	\$40,050	\$51,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,418,625	\$2,605,870	\$2,801,290
FULL-TIME BUDGETED EMPLOYEES	11	11	12






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. The City Manager also chairs the Affordable Housing Trust Fund, which has leveraged millions of dollars in private and public funding to create and preserve thousands of affordable housing units in Cambridge. The Deputy City Manager directs the Community Preservation Act (CPA) process, which has allocated millions of dollars in state matching funds for affordable housing, historical preservation, and open space projects.

In FY18, the City Manager's Office will work to enhance communication between the City administration, City Council, and the community. A new City Manager's Advisory Committee will meet regularly to discuss citywide topics of interest, enhance interactions with the community, and work proactively to address issues. The Office will also work with the Director of Equity and Inclusion to develop a Comprehensive Hiring Plan and implement the Cambridge Leadership Initiative to further build cultural competency and enhance leadership capabilities throughout the workforce.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Explore strategies to increase transparency, establish goals and work plans, and promote engagement among City-sponsored boards and commissions. Directly support the efforts of the LGBTQ+ Commission, Domestic and Gender-Based Violence Prevention Initiative, Employees' Committee on Diversity, and Citizens' Committee on Civic Unity.
-  2. Facilitate the delivery of Sexual Orientation and Gender Identity competency training for the City workforce.
-  3. Work with the Mayor's Committee on Equal Pay to support its principles and implementation of the new Pay Equity Law.
4. Provide oversight for all capital construction and renovation projects, including elementary school design and renovations, roadway improvements, and municipal facility projects.
-  5. Work with the Cambridge Redevelopment Authority, City Council, and community stakeholders to redevelop the Foundry building.
-  6. Continue work with nonprofits through a Community Benefits Taskforce to oversee the use of mitigation funds to best serve the community's needs.

DIVISION FINANCIAL OVERVIEW





EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,378,295	\$1,459,550	\$1,394,160
OTHER ORDINARY MAINTENANCE	\$22,905	\$46,000	\$49,200
TRAVEL & TRAINING	\$33,700	\$37,250	\$44,700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,434,900	\$1,542,800	\$1,488,060
FULL-TIME BUDGETED EMPLOYEES	7	7	8

EXECUTIVE - DOMESTIC & GENDER-BASED VIOLENCE PREVENTION INITIATIVE

MISSION & SERVICES

The Coordinator for the Domestic and Gender-Based Violence Prevention Initiative (DGVPI) engages and mobilizes Cambridge's communities, agencies, and City departments to change attitudes, behaviors, policies, and practices to prevent and bring attention to domestic and gender-based violence. In collaboration with community leaders, local agencies, and interested citizens, the Coordinator develops and provides accessible, safe, and relevant strategies and resources to prevent and respond to domestic violence in Cambridge. Services include training, consultation, building collaborations across various sectors in Cambridge, and coordination of systems of change to ensure compassionate and supportive environments for survivors. In FY18, training will focus on integrating an intersectional and anti-oppression framework into outreach and training members of the men's group, Mending Cambridge, to engage youth in domestic and gender-based violence prevention strategies.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue outreach to the Cambridge community with particular emphasis on various ethnic and linguistic communities to understand how they talk about domestic violence and provide opportunities for information sharing.**
-  2. **Directly provide training and coordinate specialized training for community members, City departments, and local service providers.**
-  3. **Partner with various City departments, local service providers, residents, and others in order to enhance the impact of the DGVPI.**
-  4. **Collaborate with the Cambridge Public Health Department to raise awareness on how men and boys can be part of the solution to end domestic and gender-based violence.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of interviews, focus groups, and forums with members of diverse ethnic and linguistic communities	20	23	25
2	Number of participants in trainings and awareness raising activities	570	375	375
2	Percent of training attendees who said they strongly agree or agree that the training increased their knowledge about the topic	92%	95%	95%
3	Number of partners or collaborators in trainings and outreach efforts	28	30	30
4	Meetings, forums, presentations, and outreach activities by the men's group in coordination with the DGVPI	12	15	15

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$100,660	\$106,435	\$108,435
OTHER ORDINARY MAINTENANCE	\$3,750	\$51,500	\$58,200
TRAVEL & TRAINING	\$915	\$350	\$1,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$105,325	\$158,285	\$167,635
FULL-TIME BUDGETED EMPLOYEES	1	1	1

EXECUTIVE - DIVERSITY

MISSION & SERVICES

This Division includes the Employees' Committee on Diversity, the Cambridge LGBTQ+ Commission, and the Citizens' Committee on Civic Unity.

Comprised of volunteer City employees, the Diversity Committee strives to recognize and celebrate the diversity of the City's workforce through educational activities and events. The Committee hosts local and global guest speakers, organizes community-building activities such as Hispanic Heritage Month storyboards and Black History Month art exhibits, holds book club discussions, and serves as the main vehicle for various ethno-cultural celebrations.






Employees celebrate Italian Heritage Month at City Hall.

The mission of the Cambridge LGBTQ+ Commission (formerly called the GLBT Commission) is to advocate for a culture of respect and to monitor progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission is committed to promoting and monitoring policies and practices that have a positive effect on the health, welfare, and safety of all persons who live, visit, or work in the City of Cambridge with regard to sexual orientation and gender identity or expression.

The Citizens' Committee on Civic Unity was created to foster fairness, equity, unity, appreciation, and mutual understanding across all people and entities in Cambridge. The Committee pursues this goal by recognizing and raising awareness of historic, existing, and potential civic issues; providing opportunities for honest dialogue and engagement; and building bridges across communities to better understand and connect with one another.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Diversity Committee: Promote cultural competency by celebrating the cultural and ethnic diversity of City employees through a platform of educational events.
- 
2. LGBTQ+ Commission: Help address the needs of LGBTQ+ seniors and youth and work with the Police and emergency services departments to foster a culture of respect.
- 
3. Civic Unity Committee: Promote fairness, equity, unity, appreciation, and mutual understanding in the community, and preserve and enhance Cambridge as a diverse and welcoming place to live, work, and visit.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$6,100	\$12,905	\$15,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$6,100	\$12,905	\$15,500
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EXECUTIVE - OFFICE OF EQUITY AND INCLUSION





MISSION & SERVICES

The Office of Equity and Inclusion (formerly the Affirmative Action Office) upholds and reaffirms the City’s position and commitment to equal employment opportunity, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment, and retaliation. It assists department heads in setting and achieving equity and inclusion goals for recruiting, hiring, promoting, and retaining qualified employees. In compliance with federal law, the Office prepares and submits workforce reports on a biennial basis to the Equal Employment Opportunity Commission.

The major responsibilities of the Office of Equity and Inclusion include:

- Ensuring the City is in compliance with federal, state, and local laws and regulations in regards to equal employment opportunity.
- Updating and implementing the City’s Affirmative Action Plan consistent with compliance regulations, including the establishment of goals and internal systems to measure performance.
- Collaborating with officials and administrators to ensure nondiscriminatory practices during recruitment, hiring, training, promotions, employment decisions, and related personnel actions.
- Providing prompt, fair, and impartial processing of discrimination complaints, providing counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.
- Working with members of the Affirmative Action Advisory Committee to provide assistance to the City on affirmative action/Equal Employment Opportunity matters.
- Monitoring City-funded construction projects for contractor compliance with all federal, state, and local regulations as part of the Cambridge Responsible Employer Program.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Work with a consultant and the Personnel Division to develop a comprehensive plan for achieving diversity in City hiring, retention, and promotion policies and practices.**
-  2. **Support the creation of a diversity dashboard that monitors the City's progress toward its equity and inclusion goals.**
-  3. **Conduct trainings and facilitate community dialogues on matters such as implicit bias in collaboration with other City departments.**
-  4. **Promote best practices in the areas of equity, inclusion, and diversity in support of the Cambridge Leadership Initiative goals.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$135,715	\$95,690	\$160,020
OTHER ORDINARY MAINTENANCE	\$0	\$1,000	\$101,450
TRAVEL & TRAINING	\$0	\$2,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$135,715	\$98,690	\$264,470
FULL-TIME BUDGETED EMPLOYEES	1	1	1

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. PIO staff work collaboratively with City departments to increase the types of information provided to the public, help build internal staff’s communication capacity, and ensure that public information, regardless of medium, is accessible to persons with disabilities. In FY18, PIO will produce two additional citywide publications that will be mailed to every residential household and will employ a new communications intern.

PIO provides editorial oversight for digital media content produced by Cambridge Community Television (CCTV) as part of the freelance agreement with 22-CityView. Staff provide regular and emergency updates to City Council members on emerging issues in the city. In addition, PIO is involved in various citywide initiatives ranging from participation in the E-Gov process and serving on the Open Data Review Board, to overseeing the City’s *What Works Cities* engagement with Bloomberg Philanthropies. PIO also leads the City’s new Equity and Inclusion dashboard project.

In FY18, the Director of Communications and Community Relations will oversee a new 311/ Customer Relationship Management (CRM) program that will focus on improving the quality and timeliness of responses to requests for information and non-emergency services, and improving outreach and communications from the City. The Director will also manage the City’s engagement with Harvard University’s Government Performance Lab (GPL). As part of *What Works Cities*, GPL supports cities in improving the results they achieve with their contracted dollars. GPL will be assisting the City with a results-driven CRM project.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to support the redesign of the City’s websites to improve user experience.
-  2. Pilot the use of new technology to communicate and engage with the community and support new and ongoing internal and external communication efforts and outreach.
-  3. Work with departments to ensure that public information is accessible to persons with disabilities.
4. In collaboration with the new 311/Customer Relationship Program Manager, assist the Executive Office and City departments in establishing policies and business processes related to the initial implementation of the CRM program.

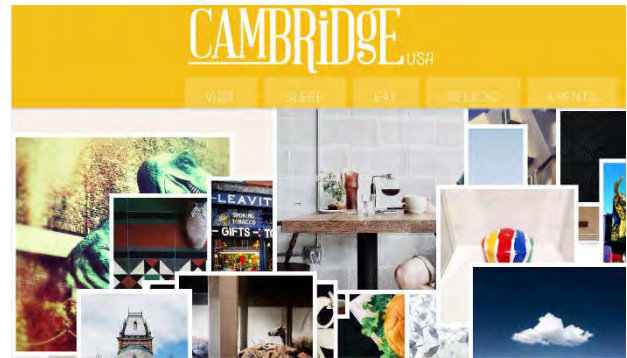
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$266,530	\$285,440	\$316,825
OTHER ORDINARY MAINTENANCE	\$52,415	\$90,300	\$128,950
TRAVEL & TRAINING	\$640	\$450	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$319,585	\$376,190	\$448,625
FULL-TIME BUDGETED EMPLOYEES	2	2	2

EXECUTIVE - TOURISM

MISSION & SERVICES




The Cambridge Office for Tourism (COT) is a nonprofit agency that receives City funding through the hotel/motel excise tax, meals tax, state grants, advertising revenues, and publication sales. It serves as the central clearinghouse for all tourism marketing and visitor information for the City.



Cambridge Office for Tourism website.

COT is managed by a 15-member Board of Directors that includes the Deputy City Manager and representatives from the Cambridge Chamber of Commerce, Harvard University, MIT, Greater Boston Convention and Visitors Bureau, at least one hotel general manager and one restaurant owner, and three Cambridge residents. The Office is currently staffed by two full-time employees and two part-time employees. Please visit www.cambridgeusa.org for more information.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Assist Cambridge hotels in marketing and sales efforts to attract convention and conference business by promoting partnerships with Boston meeting facilities; expanding Cambridge's presence in the international meetings market; and maintaining marketing efforts in the medical/pharmaceutical, group tours, and special events market segments.
-  2. Increase awareness of Cambridge attractions by hosting familiarization tours for domestic and international journalists, travel agents, and tour operators.
-  3. Expand internet presence via website enhancements, social media marketing, and advertising campaigns.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Average hotel occupancy percentage	81%	80%	81%
1	Average hotel room rate/revenue per available room	\$250/\$214	\$255/\$203	\$261/\$210
2	Number of familiarization tours hosted	220	120	125
3	Increase in Twitter/Instagram followers	33%/175%	16%/31%	10%/12%
3	Increase in website pageviews/sessions	9%/19%	4%/18%	3%/12%

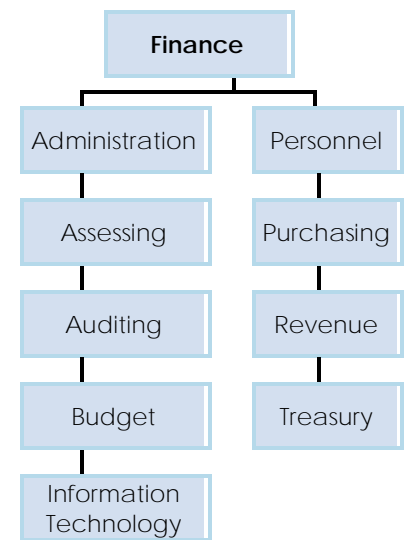
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$417,000	\$417,000	\$417,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$417,000	\$417,000	\$417,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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 financial resources for a robust level of services and an ambitious capital plan for the Cambridge community.



The Finance Department's success is reflected by the City's longstanding AAA bond rating and FY16 Certified Free Cash balance of \$202.5 million, the largest Free Cash balance in the City's history. In addition, in FY17, 67% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. At the same time, the City's excess tax levy capacity increased by approximately \$13.3 million to \$168 million in FY17. In FY18, the Department will continue to implement strategies to enhance the financial position 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$568,855	\$558,950	\$558,950
INTERGOVERNMENTAL REVENUE	\$599,320	\$595,650	\$595,650
MISCELLANEOUS REVENUE	\$1,116,155	\$1,000,000	\$700,000
TAXES	\$18,575,540	\$15,643,655	\$16,659,895
TOTAL BUDGETED REVENUE	\$20,859,870	\$17,798,255	\$18,514,495
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$10,990,945	\$11,715,280	\$13,030,860
OTHER ORDINARY MAINTENANCE	\$4,095,855	\$4,620,140	\$5,117,110
TRAVEL & TRAINING	\$302,385	\$293,160	\$303,725
EXTRAORDINARY EXPENDITURES	\$57,530	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$15,446,715	\$16,691,380	\$18,514,495
FULL-TIME BUDGETED EMPLOYEES	87	94	97

FINANCE - ADMINISTRATION

MISSION & SERVICES





The Administration Division provides leadership to the Finance Department's operating divisions and financial policy direction to the City Manager, Deputy City Manager, and other City departments. It also coordinates 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 an AAA bond rating – the highest possible rating and one that Cambridge has maintained for over 18 years from all three major credit rating agencies.



2016 City of Cambridge Scholarship recipients.

The Administration Division works 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, Community Preservation Act 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 FY16, the City of Cambridge awarded \$200,000 in scholarships to 80 recipients. 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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Manage the City's initiative around electronic financial transactions between departments 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 City's 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.**
-  4. **Manage the Debt Stabilization Fund to minimize the impact on property tax bills as it relates to debt service while maintaining a balance that supports the City's long-term capital plan.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$335,690	\$230,815	\$242,165
OTHER ORDINARY MAINTENANCE	\$335,525	\$349,800	\$379,750
TRAVEL & TRAINING	\$2,975	\$2,150	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$674,190	\$582,765	\$626,415
FULL-TIME BUDGETED EMPLOYEES	2	2	1

FINANCE - ASSESSING

MISSION & SERVICES

The Board of Assessors, reporting directly to the City Manager, determines the value of all taxable property, both personal and real, within the city. The methodology for determining assessed value is outlined in the Uniform Standards of Professional Appraisal Practice and MA Department of Revenue (DOR) guidelines. DOR requires that assessors update the Computer-Assisted Mass Appraisal System on an annual basis for the appraisal of real estate and personal property meeting statistical standards. In addition, the Board of Assessors works on state legislation seeking to improve the system of taxation and reviews potential changes in zoning, including the Envision Cambridge project and short-term rentals regulations to ensure that proposed changes do not adversely impact taxpayers.

Upon adoption of the annual budget 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 DOR approval to issue tax bills. The assessment books maintained by the Board of Assessors are available for public inspection at City Hall or online at www.cambridgema.gov/assess.

FY18 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 FY18 residential property values are based on 2016 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Commercial buildings inspected	248	250	250
1	Tax exempt properties inspected	142	150	150
1	1, 2, and 3-family houses and condominium units inspections	2,892	4,000	3,000
2	Deeds processed	1,986	2,000	2,100

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,571,980	\$1,668,080	\$1,775,525
OTHER ORDINARY MAINTENANCE	\$399,105	\$336,300	\$534,265
TRAVEL & TRAINING	\$14,410	\$14,400	\$14,400
EXTRAORDINARY EXPENDITURES	\$0	\$2,800	\$2,800
TOTAL BUDGETED EXPENDITURES	\$1,985,495	\$2,021,580	\$2,326,990
FULL-TIME BUDGETED EMPLOYEES	13	13	13

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.

In FY18, 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. The Division will also commission a citywide cash audit in FY18 to ensure cash received is properly handled, disbursements are authorized, and balances match deposits.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded.
- \$** 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 to additional departments.
- \$** 5. Continue to scan documents into a shared drive for financial system users to streamline payments to routine vendors.
- \$** 6. Explore the potential for a paperless voucher system in PeopleSoft with the IT Department through the E-Gov process.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	City and School purchase orders processed	16,750	16,500	16,500
2	Number of invoices processed	42,051	40,000	40,000
2	Percent of invoices posted within one day	80%	85%	85%
4	Percent of accounts payable payments submitted electronically	70%	75%	80%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$993,260	\$999,580	\$965,795
OTHER ORDINARY MAINTENANCE	\$4,990	\$5,450	\$5,900
TRAVEL & TRAINING	\$5,470	\$2,125	\$2,125
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,003,720	\$1,007,155	\$973,820
FULL-TIME BUDGETED EMPLOYEES	8	8	8

FINANCE - BUDGET

MISSION & SERVICES

The Budget Office prepares and monitors the City's annual Operating and Capital Budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all federal, state, local, and 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. Budget staff also contribute new budget information and Participatory Budgeting (PB) data to the City's online Open Data Portal to enhance transparency and accessibility.

In FY17, the Budget Office organized the City's third PB process in which 4,730 residents voted to spend \$706,000 in FY18 capital funding on the following projects: solar panels on the Main Library roof, flashing light signs at six crosswalks, solar-powered real-time bus tracker displays, kinetic energy tiles, four water bottle fill stations, Moore Youth Center upgrades, and the Cambridge Street Art Trail. More details are provided in the Public Investment section and online at pb.cambridgema.gov.

In February 2017, the Budget Office coordinated the City's first minibond sale to encourage residents to directly invest in Cambridge infrastructure. Residents could purchase bonds in denominations of \$1,000 for a total maximum investment of \$20,000. The City's \$2,000,000 in minibonds sold out in six days. The City plans to increase the amount of minibonds available in FY18.



Budget Delegates reveal winning PB projects at the 2016 PB Vote Results Party.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Monitor revenue and expenditures and maintain the City's long-term financial viability by forecasting the City's funding sources and uses.
- 🌐** 2. Expand outreach efforts to increase the number and diversity of residents who vote in the City's Participatory Budgeting processes.
- 🌐** 3. Expand outreach and increase engagement to make minibonds more accessible to residents.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Number of Cambridge residents age 12 and older who voted in PB	4,184	4,730	6,000
3	Number of Cambridge residents who purchased minibonds	n/a	230	250

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$495,500	\$663,730	\$670,175
OTHER ORDINARY MAINTENANCE	\$84,485	\$54,900	\$64,000
TRAVEL & TRAINING	\$3,640	\$1,905	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$583,625	\$720,535	\$739,275
FULL-TIME BUDGETED EMPLOYEES	4	5	5

FINANCE - INFORMATION TECHNOLOGY




MISSION & SERVICES

The Information Technology Department (ITD) has a dual mission to maintain and secure critical IT infrastructure and systems while also collaborating and innovating with internal and external stakeholders to improve City operations and the public's interaction with the City.

In FY17, ITD launched a new City website with a dynamic homepage that uses a social media aggregator to display current content from the City's social media channels. In FY18, the Department will focus on enhancing web design, strategic planning for the Customer Relationship Management (CRM) system and building and data security, and improving audiovisual systems in public meeting spaces to better facilitate meeting management, public comment, and translation. The Department will hire a web designer and a technology training coordinator in FY18 to support these initiatives.

ITD also manages approximately \$10 million in FY16-18 E-Gov capital funds. This year's projects include public safety IT equipment, Library self-checkout stations, computer and printer replacement, legal practice management software, GPS units for Public Works fleets, and many others. Please see the Public Investment Section for a complete list of FY18 E-Gov projects.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain the basic systems that support City services while keeping systems up-to-date with changing technologies.**
-  2. **Streamline and enhance services, transparency, and access to information that improves citizens' interactions with the City.**
-  3. **Enhance citywide software and system platforms that sustain department operations and ensure that City employees have the necessary tools to perform their jobs effectively.**
- 4. **Increase efficiency of City operations.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of infrastructure projects completed within fiscal year	n/a	45%	55%
1	Percent of E-Gov projects completed within fiscal year	68%	65%	70%
2	Total number of datasets available on the Open Data Portal	159	180	210
2	Number of GIS interactive maps	11	15	16
4	Percent of departments that have updated web design and content within fiscal year	n/a	40%	60%

DIVISION FINANCIAL OVERVIEW




EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$3,861,070	\$4,256,015	\$4,932,615
OTHER ORDINARY MAINTENANCE	\$2,339,570	\$2,855,840	\$3,080,840
TRAVEL & TRAINING	\$73,415	\$84,380	\$88,000
EXTRAORDINARY EXPENDITURES	\$57,530	\$60,000	\$60,000
TOTAL BUDGETED EXPENDITURES	\$6,331,585	\$7,256,235	\$8,161,455
FULL-TIME BUDGETED EMPLOYEES	27	32	34

FINANCE - PERSONNEL

MISSION & SERVICES

The Personnel Division helps ensure that the City has a competent and diverse workforce that can perform to meet the City's customer service and 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. In FY18, the Division will support and offer programs that expand the City's cultural competency offerings, including workshops that focus awareness on sexual orientation/gender identity and continuing to expand on the Cambridge Leadership Initiative.

FY18 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, Director of Equity and Inclusion, and departments in meeting the goal of building a City workforce that is representative of Cambridge'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.**
-  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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Total job postings	125	135	125
2	Number of participants in programs that enhance cultural competency, including valuing diversity, preventing sexual harassment, and sexual orientation/gender identity offerings	481	350	600
3	Number of courses, consultations, facilitations, training sessions, and workshops offered	327	335	350
4	City collective bargaining agreements settled for the fiscal year	8	11	11

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,340,775	\$1,332,800	\$1,590,755
OTHER ORDINARY MAINTENANCE	\$639,365	\$671,250	\$693,250
TRAVEL & TRAINING	\$197,410	\$181,500	\$181,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,177,550	\$2,185,550	\$2,465,505
FULL-TIME BUDGETED EMPLOYEES	13	13	13






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 quality. Purchasing encourages all City departments to purchase locally and to purchase environmentally preferable products. The Department also assists in the acquisition and disposition of City-owned real property and in the disposition of surplus property.

The Department is actively involved in the procurement processes relating to the construction of the King Open and Cambridge Street Upper Schools & Community Complex and other large capital projects. In FY18, Purchasing will hire a Construction & Sustainable Procurement Specialist to support capital project procurements and assist in the development of policies and procedures relating to energy efficient and renewable energy procurements.

FY18 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. Introduce financial system approval workflow and contract monitoring to streamline citywide purchasing and to reduce the need for and use of paper.
- 
 3. Work with CDD and the State Office of Supplier Diversity to participate in and organize vendor fairs, panels, and informational sessions to encourage local, minority, women, and veteran-owned businesses to do business with the City.
-  4. Collaborate with City departments on a procurement strategy for 100% renewable energy for municipal supply, various solar array procurement structures, and energy efficient building improvement procurements.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Invitations for bids	101	95	100
1	Construction bids	53	60	70
1	Requests for proposals	8	7	7
1	Purchase orders issued	11,151	10,500	10,400
1	Designer selection requests for qualifications	6	6	8
1	Number of contracts executed	595	550	550

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$813,520	\$821,965	\$981,000
OTHER ORDINARY MAINTENANCE	\$20,530	\$20,700	\$22,305
TRAVEL & TRAINING	\$2,555	\$3,500	\$3,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$836,605	\$846,165	\$1,006,905
FULL-TIME BUDGETED EMPLOYEES	7	7	8

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 internal and external customers. The Division accurately records the daily receipts from several revenue sources, including electronic funds transfers, lockbox receipt transmissions, credit card processor uploads, and the cashier's window at City Hall.

The Revenue Division is also responsible for annually issuing approximately 190,000 bills and notices. The Division strives to streamline the revenue reporting process to eliminate duplicate efforts and paper transactions.

In addition, the Revenue Division plays an integral role in the implementation of online and point-of-sale payment options, ensuring that all City departments accepting credit and debit cards have safeguards, revenue reconciliation, and reporting protocols in place.

FY18 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. Continue to work with City departments to develop online payment options for services that are financially feasible using the City's convenience fee model.
-  4. Collaborate with ITD on the implementation of Tyler Cashiering software, which will automatically interface with MUNIS. The software includes a cashiering station that allows payment tender of cash, check, and credit/debit cards.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of current year real estate levy collected	99%	99%	99%
1	Percent of current year personal property levy collected	99%	99%	99%
1	Percent of current year motor vehicle excise tax collected	90%	90%	99%
1	Percent of current year water/sewer bills collected	89%	89%	99%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,017,225	\$1,061,725	\$1,018,680
OTHER ORDINARY MAINTENANCE	\$116,040	\$164,100	\$170,800
TRAVEL & TRAINING	\$1,015	\$1,700	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,134,280	\$1,227,525	\$1,192,480
FULL-TIME BUDGETED EMPLOYEES	8	8	8

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 regularly analyzes the City's cash flow needs 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.

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. In FY18, the Treasury Division will continue to streamline cash receipts processed by implementing and increasing credit card payments throughout the City. Nine locations currently allow credit card processing or the ability to pay with a credit card online.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Continue to implement PeopleSoft enhancements that allow for additional automation to gain the highest efficiencies in daily transaction processing while maintaining controls over accuracy and reporting of data. In FY18, continue to implement both the E-Procurement and Contract Management modules as well as implement the automatic voucher upload process.
- \$** 2. Investigate the costs of implementing an online checkbook application to provide additional transparency to the City's taxpayers.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Number of locations accepting credit card payments	8	9	10
2	Number of locations accepting online credit card payments	7	7	8

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$561,925	\$680,570	\$854,150
OTHER ORDINARY MAINTENANCE	\$156,245	\$161,800	\$166,000
TRAVEL & TRAINING	\$1,495	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$719,665	\$843,870	\$1,021,650
FULL-TIME BUDGETED EMPLOYEES	5	6	7

GENERAL SERVICES

DEPARTMENT OVERVIEW

General Services acts as a centralized point for budgeting the costs of mailing, printing, and telephone expenses for all City departments. The mailing and printing budgets are managed by the Purchasing Office in Finance, while the telephone budget is managed by the Electrical Department.

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

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

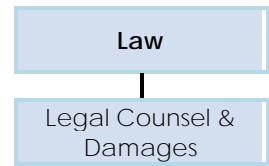
The Telephone Budget includes funds for telephone operating costs for all City departments. Six City departments reimburse this budget for actual telephone usage. The City continues to implement the Voice over Internet Protocol (VoIP) system, which is beginning to generate savings over traditional telephone lines.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
FINES & FORFEITS	\$4,000	\$4,000	\$4,000
INTERGOVERNMENTAL REVENUE	\$94,825	\$94,825	\$94,825
TAXES	\$584,215	\$611,910	\$503,725
TOTAL BUDGETED REVENUE	\$683,040	\$710,735	\$602,550
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$237,855	\$267,085	\$248,115
OTHER ORDINARY MAINTENANCE	\$343,360	\$298,285	\$354,435
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$581,215	\$565,370	\$602,550
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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 the City's litigation and other legal functions in-house to the maximum extent possible. The Department employs eight attorneys, a public records access officer, an office manager, and two administrative assistants.

In addition to handling litigation, the Department's attorneys furnish legal advice and opinions on matters referred to them by the City Manager, Mayor, City Council, School Committee, and department heads. Attorneys provide daily advice to City staff and frequently attend meetings of the City Council and its subcommittees and other boards and commissions of the City. The Department's public records access officer coordinates responses to the City's public records requests.

With the proposed addition of a ninth attorney and the recent addition of the public records access officer to the Law Department team, the Department will be better positioned to meet the ever-evolving legal needs of the City.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 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	\$2,024,415	\$2,069,965	\$2,401,815
TOTAL BUDGETED REVENUE	\$2,174,415	\$2,219,965	\$2,551,815
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,540,530	\$1,608,680	\$1,883,170
OTHER ORDINARY MAINTENANCE	\$354,090	\$406,060	\$454,400
TRAVEL & TRAINING	\$2,725,620	\$4,114,245	\$214,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,620,240	\$6,128,985	\$2,551,815
FULL-TIME BUDGETED EMPLOYEES	11	11	13

LAW - ADMINISTRATION

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 Law Department's attorneys are responsible for providing legal representation and advice to the City and its officials in numerous areas of law, including issues related to planning, zoning, construction, development, environmental issues, employment, civil rights, contracts, tax, real estate law, torts involving personal injury and property damage, ethics, conflicts of interest, public records and open meeting laws, compliance with financial disclosure laws, and a wide range of other issues. Attorneys in the Law Department have developed broad expertise in response to the increasingly complex legal considerations associated with municipal legal issues.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of claims filed against City	163	107*	n/a
1	Number of written opinions and City Council Order responses issued	48	37*	n/a
1	Number of lawsuits filed against City	36	41*	n/a
2	Training sessions conducted	5	2	4
2	Employees and members of boards and commissions in attendance	39	46	40

*FY17 projected figures are FY17 actuals as of March 30, 2017.

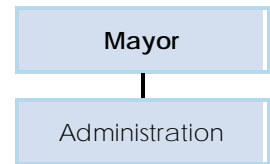
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,540,530	\$1,608,680	\$1,883,170
OTHER ORDINARY MAINTENANCE	\$354,090	\$406,060	\$454,400
TRAVEL & TRAINING	\$2,725,620	\$4,114,245	\$214,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,620,240	\$6,128,985	\$2,551,815
FULL-TIME BUDGETED EMPLOYEES	11	11	13

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 (\$513,035): The Mayor works in coordination with the Vice Mayor, City Council, and School Committee for training, professional development, and special events. The Mayor’s Office strives to be responsive to the diverse range of requests it receives from the citizens of Cambridge, and to provide the highest caliber of constituent service.

Ceremonial Functions (\$105,500): 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 (\$5,560): 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. Community Leadership funds are used for printing, mailing, and other organizational or public information expenses.

Governmental Relations (\$29,500): The Mayor hosts numerous visiting dignitaries and officials interested in forging or growing partnerships with 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$32,000	\$32,000	\$32,000
TAXES	\$554,635	\$639,920	\$621,595
TOTAL BUDGETED REVENUE	\$586,635	\$671,920	\$653,595
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$365,680	\$442,330	\$477,965
OTHER ORDINARY MAINTENANCE	\$136,070	\$136,130	\$146,130
TRAVEL & TRAINING	\$16,880	\$19,850	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$518,630	\$598,310	\$653,595
FULL-TIME BUDGETED EMPLOYEES	5	6	4

MAYOR - ADMINISTRATION

MISSION & SERVICES

The Mayor's FY18 goals are as follows:

Affordable Housing: The Mayor's Office will continue working with CDD, the City Council, City Administration, and housing providers to preserve and increase the stock of affordable housing in the city, and to increase Cambridge residents' access to this housing as much as possible.

Collaboration among Nonprofit Organizations: The Mayor will continue to bring together nonprofit organizations and providers of social service programming to coordinate the interests represented by each unique group and foster partnerships that are mutually beneficial to their missions.

Community Engagement: The Mayor will work to facilitate long-term, sustainable relationships between City agencies and community-based organizations to improve quality of life and the level of positive interaction between the community and City government. She will continue to host monthly Interfaith Leadership Breakfasts and Senior Advisory Committee meetings.

Cooperation with Schools, Businesses, and Universities: The Mayor's Office will work to enhance the collaborative relationship between the City, Cambridge Public Schools, businesses, nonprofits, and Harvard, MIT, and Lesley Universities. The Mayor will continue to utilize these relationships to seek support and expert voices for her Equal Pay and Minimum Wage Advisory Committees.

Diversity, Inclusion, and Fairness: The Mayor's Office will focus on making local government more diverse, more inclusive, and more responsive to all. The Mayor's Office will also hold periodic town hall style meetings to highlight areas of specific concern within the community.

LGBTQ+ Commission Support: The Mayor will support the LGBTQ+ Commission's work to promote a safer and more inclusive community and will seek to establish the City's first ever LGBTQ+-friendly housing. She will continue Cambridge's deep tradition of advocating for equal rights for all people.

Raising Academic Achievement: The Mayor's Office will support efforts to close the achievement gap, increase parental involvement, improve early childhood education, promote the social and emotional wellbeing of students, and ensure that special education needs are met. The Mayor will continue to partner with the YWCA to run the annual Girls Only Leadership Development Program to help prepare 8th grade Cambridge girls for high school and college success and for pursuing their highest aspirations.



Mayor E. Denise Simmons.

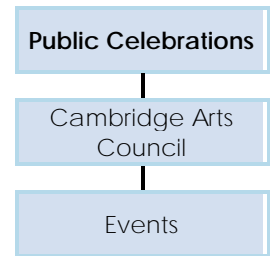
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$365,680	\$442,330	\$477,965
OTHER ORDINARY MAINTENANCE	\$136,070	\$136,130	\$146,130
TRAVEL & TRAINING	\$16,880	\$19,850	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$518,630	\$598,310	\$653,595
FULL-TIME BUDGETED EMPLOYEES	5	6	4

PUBLIC CELEBRATIONS

DEPARTMENT OVERVIEW

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



The Cambridge Arts Council is a City agency that funds, promotes, and presents high quality, community-based arts programming for the benefit of artists, residents, employees, and visitors in Cambridge. Established in 1974, Cambridge Arts is one of the oldest and most dynamic arts agencies in the country. Cambridge Arts operates with funding from local and state government, private foundations, corporate sponsors, and individual donors. It 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 Arts River Festival, which attracts more than 250,000 audience members and visitors to the city 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. Cambridge Arts awards \$90,000 through this grant program.

In FY18, Cambridge Arts will add a Community Arts Administrator position to increase capacity to grow large-scale public programming, expand external fundraising, and build sustainable partnerships in the community that support programming such as: the Cambridge Arts River Festival, Open Studios, Summer in the City, Cambridge Poetry Programs, the Street Performer Program, and the Cambridge Arts Grant Program. This position will also support the long-range planning and implementation of Cambridge Arts Creative Marketplace, an artist education and economic development program designed to foster increased awareness of the city's vibrant arts sector and heightened participation and support of the arts by employees and businesses based in Cambridge.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$31,300	\$31,460	\$31,500
LICENSES & PERMITS	\$9,630	\$10,800	\$10,800
TAXES	\$872,600	\$897,585	\$1,062,130
TOTAL BUDGETED REVENUE	\$913,530	\$939,845	\$1,104,430
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$516,280	\$493,090	\$677,455
OTHER ORDINARY MAINTENANCE	\$390,180	\$422,375	\$425,650
TRAVEL & TRAINING	\$940	\$1,325	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$907,400	\$916,790	\$1,104,430
FULL-TIME BUDGETED EMPLOYEES	4	4	5

PUBLIC CELEBRATIONS - CAMBRIDGE ARTS COUNCIL

MISSION & SERVICES

With support from the Massachusetts Cultural Council and local businesses, the Arts Council continues to develop **Cambridge Arts: Creative Marketplace**, a cultural economic development program supporting learning and productive engagement between artists, arts organizations, local businesses, and audiences. Creative Marketplace is comprised of a suite of programs that boost the visibility of the arts and drive local cultural economic activity. *Community Supported Art* is modeled on the well-known community-supported agriculture delivery system and provides professional development, economic support, and access to new audiences for local artists. An *Exhibitions Program* builds partnerships and provides high-profile exhibition opportunities for local artists in the City's corporate and business environments. The *Cambridge Arts Challenge* encourages a greater awareness of the vibrant arts sector in the City and challenges workers in the business sector to actively support and patronize local arts organizations. Together, this suite of programs creates a highly intentional marketplace where residents, artists, arts organizations, and the corporate community all connect to support increased cultural and economic vitality in Cambridge.

FY18 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. **Continue to promote the arts in Cambridge through accessible exhibits in Gallery 344.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of grant awards	34	38	40
2	Estimated audience at events	238,500	240,000	245,000
2	Number of artists presented	488	500	550
2	Number of artists participating Cambridge Open Studios	110	125	140
3	Artworks in the City collection	215	222	226
3	Number of artworks receiving consistent maintenance	170	170	170
4	Number of participants attending gallery-related exhibitions and events	6,250	6,500	6,500

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$516,280	\$493,090	\$677,455
OTHER ORDINARY MAINTENANCE	\$72,745	\$106,900	\$106,900
TRAVEL & TRAINING	\$940	\$1,325	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$589,965	\$601,315	\$785,680
FULL-TIME BUDGETED EMPLOYEES	4	4	5

PUBLIC CELEBRATIONS - EVENTS

MISSION & SERVICES

In addition to funding for the Cambridge Arts Council, the Public Celebrations budget includes allocations for the Multicultural Arts Center (\$200,000), Community Events (\$60,000), and Holiday Celebrations (\$58,750).

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 to 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.

The Community Events allocation in the Public Celebrations budget supports cultural, art, literary, and educational events in Cambridge, such as the annual Cambridge Science Festival.

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$317,435	\$315,475	\$318,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$317,435	\$315,475	\$318,750
FULL-TIME BUDGETED EMPLOYEES	0	0	0

RESERVE

DEPARTMENT OVERVIEW

State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY18, the City has allocated \$40,000 for this purpose. Funds are transferred from the Reserve account to department cost centers.

Reserve Transfers:

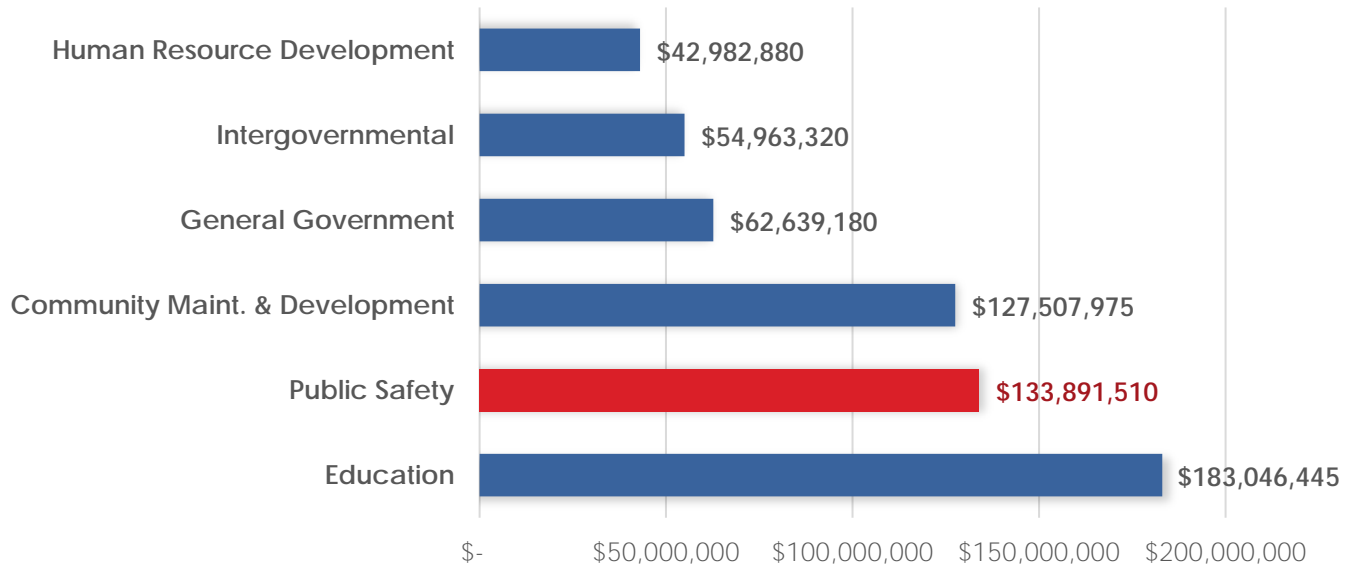
- FY17: Voter notification cards were sent to residents to alert them that the King Open polling location changed to the Frisoli Youth Center and that the Area IV Youth Center was renamed the Moses Youth Center (\$25,000).
- FY16: Glocal Challenge trip for one winning CRLS team to attend the Education First Global Student Leaders Summit in Iceland (\$25,000); additional legal advertising costs in the City Clerk's Office (\$12,500).
- FY15: World Cup gatherings at University Park on July 12 and 13, 2014 (\$10,000); Net Zero Task Force contract (\$22,000).
- FY14: BIO International Life Sciences Conference (\$13,000).
- FY13: *21 Days of Questions, 365 Days of Action* domestic violence campaign (\$14,400).

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
TAXES	\$37,500	\$40,000	\$40,000
TOTAL BUDGETED REVENUE	\$37,500	\$40,000	\$40,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$40,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC SAFETY

FY18 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$605,031,310



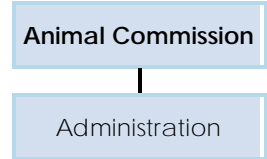
PUBLIC SAFETY

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 PROPOSED
CHARGES FOR SERVICES	\$9,800,350	\$9,452,255	\$9,669,815
FINES & FORFEITS	\$8,928,595	\$9,031,205	\$9,038,840
INTERGOVERNMENTAL REVENUE	\$1,136,395	\$1,136,395	\$1,136,395
LICENSES & PERMITS	\$32,485,545	\$23,388,080	\$16,082,390
MISCELLANEOUS REVENUE	\$125,910	\$280,875	\$220,500
TAXES	\$82,200,375	\$88,773,170	\$97,743,570
TOTAL BUDGETED REVENUE	\$134,677,170	\$132,061,980	\$133,891,510
PROGRAM EXPENDITURES			
ANIMAL COMMISSION	\$327,925	\$343,155	\$458,470
ELECTRICAL	\$2,584,465	\$2,797,620	\$2,876,675
EMERGENCY COMMUNICATIONS	\$5,070,755	\$5,558,590	\$7,046,565
FIRE	\$45,674,735	\$48,484,785	\$50,314,620
INSPECTIONAL SERVICES	\$3,274,775	\$3,369,430	\$3,567,905
LICENSE COMMISSION	\$1,065,115	\$1,205,025	\$1,354,450
POLICE	\$50,879,020	\$55,062,095	\$55,191,025
POLICE REVIEW AND ADVISORY BOARD	\$19,730	\$1,875	\$3,700
TRAFFIC, PARKING & TRANSPORTATION	\$10,783,635	\$12,208,765	\$12,925,025
WEIGHTS & MEASURES	\$146,395	\$150,860	\$153,075
TOTAL BUDGETED EXPENDITURES	\$119,826,550	\$129,182,200	\$133,891,510

ANIMAL COMMISSION

DEPARTMENT OVERVIEW

The mission of the Cambridge Animal Commission is to provide responsive and efficient animal control services; protect the health, safety, and welfare of animals and people in Cambridge; and 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 advocate for better protection of animals in Cambridge and across the Commonwealth.

Dog license fees are \$10 for a spayed/neutered dog and \$30 for a dog that is not spayed/neutered. Other animal-related fines, including fines for unlicensed dogs and for not picking up dog waste, range from \$25-\$100 per violation. The Animal Commission accepts online credit and debit card payments for dog license applications, making it easier for residents to renew dog licenses each spring.

The Animal Commission continues to collaborate with other City departments to address the city's increased dog population and residents' appeals for off-leash areas and designated dog parks. In May 2016, the City designated the enclosed area behind the Anderson Courts on Pemberton Street as a dedicated off-leash area. In addition, a temporary off-leash area was created at Rogers Street Park in September 2016 in anticipation of a future permanent location in the neighborhood. There are currently off-leash opportunities at 11 locations throughout the city with additional locations planned.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$10,715	\$10,500	\$10,500
FINES & FORFEITS	\$2,235	\$1,800	\$2,000
LICENSES & PERMITS	\$38,750	\$35,820	\$60,000
MISCELLANEOUS REVENUE	\$15	\$375	\$0
TAXES	\$296,265	\$301,475	\$385,970
TOTAL BUDGETED REVENUE	\$347,980	\$349,970	\$458,470
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$315,590	\$327,605	\$440,015
OTHER ORDINARY MAINTENANCE	\$12,185	\$15,450	\$18,305
TRAVEL & TRAINING	\$150	\$100	\$150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$327,925	\$343,155	\$458,470
FULL-TIME BUDGETED EMPLOYEES	3	3	4

ANIMAL COMMISSION - ADMINISTRATION

MISSION & SERVICES




The Animal Commission facilitates all aspects of animal control and rescue for domestic animals and wildlife living in the city, including hawks, pigeons, owls, raccoons, and rats. The Commission educates the public about animals in Cambridge through literature, phone discussions, and walk-in consultations. The Commission also runs low cost rabies vaccination clinics, rescues domestic animals and wildlife, responds to nuisance animal complaints, patrols parks and open space for Animal Control Ordinance violations, runs a pet adoption program, and responds to large-scale emergency situations when animals are in danger.



These kittens were found behind a restaurant on Cambridge Street, dirty and hungry, but are now in a forever home with a loving couple.

With the addition of a fourth Animal Control Officer in FY18, the Commission will be able to expand educational programs and services, such as visiting elementary schools and senior centers to talk about what residents should do when they encounter wildlife in Cambridge. The new position will extend Commission coverage to weekends and until 7:00 p.m. on weekdays.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Enforce the provisions of the Animal Control Ordinance.**
-  2. **Administer rabies vaccinations for Cambridge cats and dogs.**
-  3. **Continue to transport sick, injured, or surrendered animals to the MSPCA for rescue or humane euthanasia.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of dog licenses issued	3,566	3,810	4,100
1	Number of dogs picked up as strays or impounded	54	59	61
1	Number of dogs returned to owner	48	53	55
1	Number of dogs and cats adopted	17	20	22
2	Number of animals vaccinated	64	70	75
3	Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, coyotes, turkeys, and exotic pets) transported	150	165	170

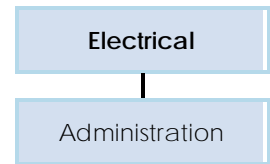
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$315,590	\$327,605	\$440,015
OTHER ORDINARY MAINTENANCE	\$12,185	\$15,450	\$18,305
TRAVEL & TRAINING	\$150	\$100	\$150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$327,925	\$343,155	\$458,470
FULL-TIME BUDGETED EMPLOYEES	3	3	4

ELECTRICAL

DEPARTMENT OVERVIEW

The Electrical Department oversees street lighting and the City fire alarm system, maintains lighting in all parks and outdoor recreation areas of Cambridge, and provides electrical maintenance and construction services to all municipal buildings.



The Department installs and repairs communication systems such as departmental telephones, public emergency call boxes, pagers, fiber optic cable networks, 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 public ways.

In FY17, the Department completed a massive LED conversion project to replace or retrofit approximately 7,000 light fixtures across Cambridge with energy efficient LED technology. The first phase included 4,900 neighborhood streetlights and the second phase covered 2,100 decorative fixtures. This project included the installation of a wireless adaptive lighting control system, which allows the Department to remotely adjust lighting levels to provide more consistent and location-specific illumination. The new LED fixtures have significantly reduced energy consumption, outages, and repairs over the last few years.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$1,087,470	\$990,000	\$820,000
INTERGOVERNMENTAL REVENUE	\$207,865	\$207,865	\$207,865
LICENSES & PERMITS	\$22,935	\$22,935	\$22,935
MISCELLANEOUS REVENUE	\$27,960	\$20,000	\$20,000
TAXES	\$1,864,085	\$1,899,045	\$1,805,875
TOTAL BUDGETED REVENUE	\$3,210,315	\$3,139,845	\$2,876,675
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,575,665	\$1,740,990	\$1,775,045
OTHER ORDINARY MAINTENANCE	\$898,475	\$946,460	\$1,046,460
TRAVEL & TRAINING	\$51,615	\$15,170	\$5,170
EXTRAORDINARY EXPENDITURES	\$58,710	\$95,000	\$50,000
TOTAL BUDGETED EXPENDITURES	\$2,584,465	\$2,797,620	\$2,876,675
FULL-TIME BUDGETED EMPLOYEES	12	14	14

ELECTRICAL - ADMINISTRATION

MISSION & SERVICES



The Electrical Department employs a dedicated group of licensed professionals that perform a wide variety of functions on a daily basis. The Department responds 24/7 to service calls related to municipal building emergencies and to maintain and repair the municipal fire alarm system, fiber optic network, and street lighting.

The Department continues to build and expand the municipal fiber optic network to meet the growing demand for a fast and reliable data network to service all City facilities.



Electrical staff testing equipment.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of fire alarm street boxes	636	642	648
1	Number of fire alarm systems in municipal buildings	40	41	42
1	Number of fire alarm system tests performed in City buildings	40	41	84
1	Number of service calls for disconnection/reconnection of private buildings	16,118	15,000	15,000
1	Cost per test/disconnect/reconnect - street boxes	\$30.58	\$31.82	\$32.46
2	Percent of defective street lights repaired within 72 hours	75%	90%	90%
2	Number of lights repaired	528	400	300
2	Number of decorative street lights and park lights converted to LED	615	931	164

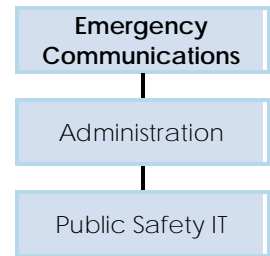
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,575,665	\$1,740,990	\$1,775,045
OTHER ORDINARY MAINTENANCE	\$898,475	\$946,460	\$1,046,460
TRAVEL & TRAINING	\$51,615	\$15,170	\$5,170
EXTRAORDINARY EXPENDITURES	\$58,710	\$95,000	\$50,000
TOTAL BUDGETED EXPENDITURES	\$2,584,465	\$2,797,620	\$2,876,675
FULL-TIME BUDGETED EMPLOYEES	12	14	14

EMERGENCY COMMUNICATIONS

DEPARTMENT OVERVIEW

The Emergency Communications Department (ECD) provides the vital communication link between Fire, Police, and Emergency Medical Services (EMS) while serving and protecting residents, businesses, employees, and visitors to the City of Cambridge. ECD assists Fire, Police, and EMS in all tasks needed to preserve life and property and to build long-term relationships with the public with compassion, commitment, teamwork, and high quality service.



ECD's public safety telecommunicators operate out of the Emergency Communications Center (ECC) and serve as Cambridge's first responders. These professionals handle emergency 911 calls and non-emergency calls for service and also dispatch police, fire, and EMS to incidents throughout the city. ECC is the communication hub for emergency services in the City of Cambridge and must quickly assess situations and react to the events reported to them.

The ECC handles several categories of incidents, including: Crime and Directed Patrol calls (crime reports, minor criminal infractions, City violations, and directed patrol assignments); Traffic/Motor Vehicle Related calls (motor vehicle stops by police, speeding, crashes, 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.

In FY18, the IT professionals tasked with building and maintaining the critical computer and communications infrastructure for Police, Fire, and ECD will be consolidated into a new, centralized team within ECD called Public Safety Information Technology (PSIT). This reorganization aims to enhance public safety by creating a seamless workflow of system security, service delivery, and troubleshooting. ECD will also implement NextGen 911, which will enhance communication between first responders and the public by enabling residents to send digital information (e.g., voice, photo, video, and text messages) through the 911 network.

DEPARTMENT FINANCIAL OVERVIEW






FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
TAXES	\$5,077,255	\$5,342,040	\$7,046,565
TOTAL BUDGETED REVENUE	\$5,077,255	\$5,342,040	\$7,046,565
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$4,914,960	\$5,389,380	\$6,632,505
OTHER ORDINARY MAINTENANCE	\$138,815	\$149,710	\$332,610
TRAVEL & TRAINING	\$13,215	\$15,500	\$55,850
EXTRAORDINARY EXPENDITURES	\$3,765	\$4,000	\$25,600
TOTAL BUDGETED EXPENDITURES	\$5,070,755	\$5,558,590	\$7,046,565
FULL-TIME BUDGETED EMPLOYEES	41	42	50

EMERGENCY COMMUNICATIONS - ADMINISTRATION

MISSION & SERVICES

ECD fulfills its mission by operating a state-of-the-art combined Police, Fire, and EMS Emergency Communications Center (ECC). ECC handles an average of 87 emergency calls and over 340 non-emergency calls per day. The focus of the operation is on constantly improving customer service for callers as well as for emergency responders. ECD strives to fulfill its responsibility to the City, residents, businesses, and visitors by continuously evaluating, educating, and training staff to deliver the most efficient and complete service to the community.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Efficiently process emergency calls and manage dispatch of emergency responder units.
-  2. Improve the skills of emergency telecommunicator dispatchers.
-  3. Improve the quality of triaging and pre-arrival instructions for EMS and in-progress emergency calls.
-  4. Improve customer service handling of non-emergency calls for assistance, including taking certain routine reports over the telephone (Teleserve).
-  5. Improve the use of technology in the ECC.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	911 call pickups (land lines)	11,639	12,000	12,000
1	911 call pickups (cell phones)	20,220	22,000	32,000
1	Percent of 911 calls answered within 20 seconds	90%	95%	100%
1	Percent of 911 calls dispatched within 90 seconds of call answering	95%	97%	100%
2	Percent of emergency telecommunicator dispatchers and supervisors fully cross-certified in Police and Fire dispatch	35%	40%	50%
3	Percent of EMS calls processed in compliance with medical protocol standards	98%	100%	100%
3	Percent of Police and Fire high acuity calls handled by protocol	n/a	90%	100%
4	Non-emergency calls processed	124,107	125,000	130,000
4	Teleserve reports taken per year	30	65	75
5	Number of people who received emergency call notifications through the CodeRed system	109,763	240,000	250,000
5	Automated social media tweets to citizens about public safety incidents	2,162	2,500	2,800

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$4,914,960	\$5,144,025	\$5,104,730
OTHER ORDINARY MAINTENANCE	\$138,815	\$149,710	\$149,710
TRAVEL & TRAINING	\$13,215	\$15,500	\$15,850
EXTRAORDINARY EXPENDITURES	\$3,765	\$4,000	\$4,000
TOTAL BUDGETED EXPENDITURES	\$5,070,755	\$5,313,235	\$5,274,290
FULL-TIME BUDGETED EMPLOYEES	41	42	40

EMERGENCY COMMUNICATIONS - PUBLIC SAFETY IT

MISSION & SERVICES




In FY18, ECD will assume oversight of the Public Safety Information Technology (PSIT) unit, which consolidates the IT staff and technical resources that support Police, Fire, and ECD. PSIT provides centralized technology services to approximately 700 users in over 10 locations throughout Cambridge. PSIT is also tasked with radio maintenance, critical systems upkeep, and security of public safety facilities.



Inside the Emergency Communications Center (ECC).

PSIT is recognized as a high performance team that improves the use of technology in day-to-day public safety operations and provides excellent customer service to City departments and the public. To accomplish its mission, PSIT will have a newly designed Public Safety IT Help Desk and Development Lab, which will allow for better organization of the team and larger workspace accommodations. The Help Desk handles approximately 25 troubleshooting tickets per day for public safety users, as well as several special infrastructure and project update requests. In FY18, PSIT will work on a strategic plan to support future public safety initiatives.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Increase efficiency of PSIT operations.**
-  2. **Improve public safety technology services for Police, Fire, and ECD through professional development of PSIT personnel and succession planning for critical systems.**
-  3. **Increase technological capacity and awareness in public safety departments.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of PSIT Help Desk tickets closed within 3 days	n/a	80%	90%
1	Percent of E-Gov projects completed within fiscal year	n/a	60%	90%
2	Percent of PSIT employees who received specialized training for individual professional development plans	n/a	40%	60%
3	Number of public safety personnel trained in new technology	n/a	450	600
3	Number of public safety awareness campaigns	n/a	4	10

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$245,355	\$1,527,775
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$182,900
TRAVEL & TRAINING	\$0	\$0	\$40,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$21,600
TOTAL BUDGETED EXPENDITURES	\$0	\$245,355	\$1,772,275
FULL-TIME BUDGETED EMPLOYEES	0	0	10

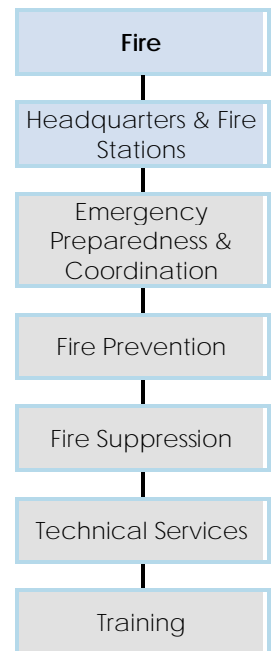
FIRE

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; and to prevent fires through prevention and education programs. 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 preparedness to build and sustain regional enhanced capabilities.

CFD is nationally rated as an Insurance Services Office (ISO) 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 7 civilian members under command of the Chief Engineer. Operating with a total teamwork concept and within the National Incident Management System, the Department consists of two Line Divisions and four Staff Divisions. Line Divisions – 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$1,068,910	\$975,190	\$925,000
FINES & FORFEITS	\$14,970	\$9,000	\$4,000
LICENSES & PERMITS	\$158,345	\$120,000	\$105,000
MISCELLANEOUS REVENUE	\$21,790	\$12,000	\$12,000
TAXES	\$43,979,145	\$45,047,255	\$49,268,620
TOTAL BUDGETED REVENUE	\$45,243,160	\$46,163,445	\$50,314,620
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$42,943,960	\$46,399,685	\$48,064,520
OTHER ORDINARY MAINTENANCE	\$2,046,935	\$1,385,600	\$1,515,600
TRAVEL & TRAINING	\$573,840	\$589,500	\$589,500
EXTRAORDINARY EXPENDITURES	\$110,000	\$110,000	\$145,000
TOTAL BUDGETED EXPENDITURES	\$45,674,735	\$48,484,785	\$50,314,620
FULL-TIME BUDGETED EMPLOYEES	285	285	283

FIRE - HEADQUARTERS & FIRE STATIONS

MISSION & SERVICES

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




- Headquarters (491 Broadway): \$22,643,100
- East Cambridge: \$4,775,020
- Inman Square: \$2,836,745
- Lafayette Square: \$6,780,495
- Lexington Avenue: \$2,289,390
- Porter Square: \$3,851,880
- River Street: \$2,415,445
- Taylor Square/Sherman: \$4,722,545

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



Fire Headquarters, built in 1934, houses Fire Administration, Engine One, Ladder One, Rescue One, Hazmat One, the Dive Rescue vehicle, and the Division Three SUV.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Improve CFD services while enhancing firefighter safety and improving employee wellness.**
-  2. **Enhance coordination between CFD and surrounding organizations to improve public service delivery.**
-  3. **Reduce fatalities, injuries, and property damage through proactive services.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
3	Total number of fire incidents reported by the State	1,048	1,000	975
3	Total number of civilian injuries due to fire reported by the State	1	0	0
3	Total number of fire service injuries due to fire reported by the State	7	5	3
3	Property damage due to fire reported by the State	\$2M	\$32M	\$1.75M

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$42,943,960	\$46,399,685	\$48,064,520
OTHER ORDINARY MAINTENANCE	\$2,046,935	\$1,385,600	\$1,515,600
TRAVEL & TRAINING	\$573,840	\$589,500	\$589,500
EXTRAORDINARY EXPENDITURES	\$110,000	\$110,000	\$145,000
TOTAL BUDGETED EXPENDITURES	\$45,674,735	\$48,484,785	\$50,314,620
FULL-TIME BUDGETED EMPLOYEES	285	285	283

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.




The EPAC Office oversees the Cambridge Local Emergency Planning Committee; coordinates the interagency planning and response to hazmat incidents, terrorism attacks, and pre-planned special events; 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.



EPAC plays a vital role in collaborating with other agencies for planned special events. Above, CFD, CPD, and Pro EMS hold a briefing before Harvard University Commencement.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Conduct hazmat awareness and operational training for all City personnel who work in supportive capacities during hazmat incidents. 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 site visits by Emergency Management staff to schools, daycare centers, health care facilities, and other special needs facilities in Cambridge.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of personnel trained	228	230	230
1	Number of hazmat exercises held	9	9	9
3	Number of site visits	10	9	9

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, and 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’s License Board.



The duties of the Cambridge Fire Prevention Bureau include inspecting fire detection and alarm systems.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of state-mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	1,088	1,100	1,150
1	License Commission compliance inspections	310	292	300
1	Complaint investigations	123	125	130
1	Residential smoke detector compliance inspections	1,057	1,050	1,100
1	Number of fire alarm permits issued	n/a	n/a	225
2	Percent of CFD permits converted to the EnerGov system	20%	65%	100%
3	Major projects and developments	27	25	27
3	Renovations and improvements	321	327	335

FIRE - FIRE SUPPRESSION

MISSION & SERVICES




The Fire Suppression Division provides first-line defense against 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, and mitigation of incidents involving hazmat releases. The Division also rescues people trapped in or by collapsed buildings, elevators, machinery, motor vehicles, or ice and water accidents. The Division regularly provides resources when other municipalities request mutual aid.

Throughout the year, firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression Division 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.



On December 3, 2016, a fire broke out among construction debris on Berkshire Street in the Wellington-Harrington neighborhood. Utilizing the Metro Fire Mutual Aid system, 10 alarms were struck to supplement CFD companies. 21 additional cities and towns helped to cover our fire stations and assist in extinguishing the blaze, which damaged or destroyed 18 buildings and displaced dozens of residents. There were no deaths and minimal injuries reported.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Deploy fire suppression resources to contain and extinguish fires, minimizing injuries and property loss consistent with ISO standards. Continue to achieve a 4-minute response time for the first arriving CFD unit 95% of the time, and an 8-minute response for the entire first alarm assignment 90% of the time.
- 
2. Deliver emergency medical services in a professional and timely manner.
- 
3. Maintain equipment in a state of readiness to handle emergency operations.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	First response to fire emergency within 4-8 minutes	95%	93%	93%
2	Respond to EMS requests within 4-6 minutes	95%	93%	93%
3	Number of active hydrants tested	1,725	1,725	1,725
3	Percent of active hydrants tested annually	100%	100%	100%
3	Feet of fire hose tested (31,000 = 100%)	31,000	31,000	31,000
3	Number of annual service tests on pumping engines	10	10	10

FIRE - TECHNICAL SERVICES

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.

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.



In FY18, two TSD staff responsible for management and maintenance of the City's 800 MHz radio system will transfer to the Emergency Communications Department (ECD), where the City's IT specialists from Fire, Police, and ECD are forming a new, centralized Public Safety IT team.

The Administrative Services Division manages payroll, billing, workers compensation, and various other administrative and personnel support functions. Staff also play a key role in the administration of CFD's annual budget.



Firefighting gear washers have been installed in three fire stations and will soon be installed in a fourth. Products of combustion contain carcinogens that can permeate protective clothing, so CFD personnel are encouraged to wash their gear after each exposure.

FY18 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 robust training program for a 283-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. Coordination, communication, and teamwork are vital components of the Department’s training strategy.



Firefighters use a thermal imaging camera at Search and Rescue training.

Basic firefighting skills form the critical foundation of CFD’s training regimen. CFD personnel regularly practice establishing water supply, aggressively advancing hose lines into burning structures, searching for potential fire victims, throwing ladders to strategic locations, and cutting off a fire’s flow path, among other firefighting tactics. Skills are developed in the classroom and during training drills, and are then reinforced by company captains and lieutenants.

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 the types of training that would benefit CFD personnel. This year, the Training Division will dedicate at least 25% of each month’s training to emergency medical services training for all CFD members. CFD paramedics complete additional training each year to maintain their certification. The Division continues to provide specialized training for water and dive response, hazmat incidents, technical rescue, and active shooter situations. In addition, collaboration with other City departments, educational institutions, and private sector businesses has led to excellent training opportunities.

FY18 OBJECTIVES & PERFORMANCE MEASURES



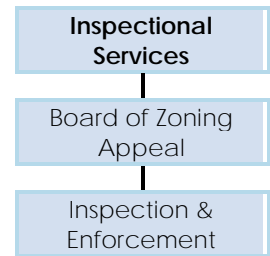
1. Promote firefighter safety by conducting training courses and issuing periodic training bulletins.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Cumulative number of training hours	57,251	59,000	62,000
1	Number of training hours per uniformed personnel	220	226	253
1	Number of training bulletins issued	18	20	25

INSPECTIONAL SERVICES

DEPARTMENT OVERVIEW

The Inspectional Services Department (ISD) is responsible for ensuring effective, efficient, fair, and safe enforcement of all laws and City Ordinances that pertain to the International Building Code and 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 inspection of food handling establishments, housing, daycares, swimming pools, lead paint, and asbestos.



ISD administrative staff support the Board of Zoning Appeal and oversee the emergency demolition and boarding up of dangerous buildings. Zoning board records are now available online.

In FY18, ISD will continue to work with the IT Department to improve the City's online permitting system to make it easier for residents, business owners, and contractors to submit and pay for permit applications online. ISD publishes data on building permits, Board of Zoning Appeal requests, and violations related to sanitation, housing, rodents, and dumpsters on the City's Open Data Portal to increase transparency and accessibility.

DEPARTMENT FINANCIAL OVERVIEW

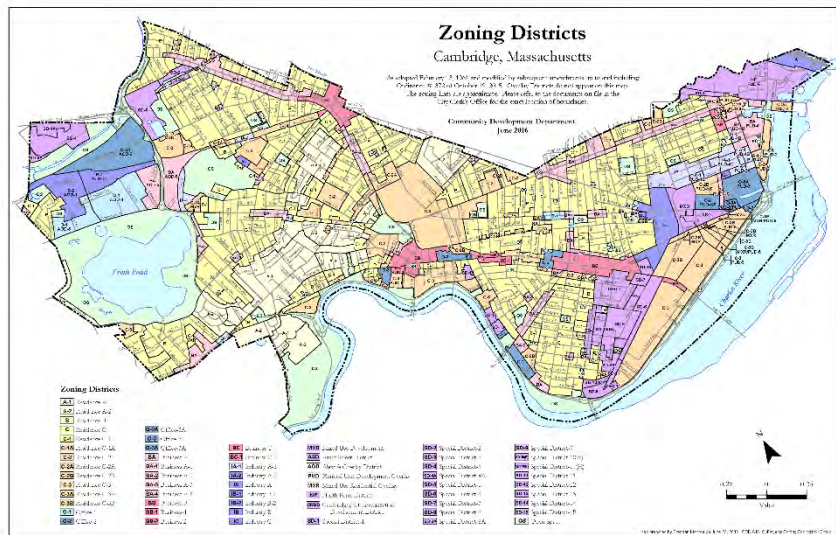
FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$95,135	\$104,800	\$118,500
LICENSES & PERMITS	\$29,135,055	\$20,085,525	\$12,901,700
MISCELLANEOUS REVENUE	\$0	\$103,500	\$103,500
TAXES	(\$12,994,970)	(\$8,297,620)	(\$9,555,795)
TOTAL BUDGETED REVENUE	\$16,235,220	\$11,996,205	\$3,567,905
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$3,166,205	\$3,261,255	\$3,406,800
OTHER ORDINARY MAINTENANCE	\$99,505	\$98,565	\$140,680
TRAVEL & TRAINING	\$6,470	\$9,610	\$10,425
EXTRAORDINARY EXPENDITURES	\$2,595	\$0	\$10,000
TOTAL BUDGETED EXPENDITURES	\$3,274,775	\$3,369,430	\$3,567,905
FULL-TIME BUDGETED EMPLOYEES	27	28	28

INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL

MISSION & SERVICES

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

The Cambridge Zoning Ordinance regulates the development and use of real property in the city and is controlled by MGL 40A. Building permit applications are reviewed for compliance with the Ordinance prior to the issuance of a building permit. Some uses and/or developments of real property may require relief from the BZA.



City of Cambridge zoning reference map.

The BZA hears requests for variances, special permits, comprehensive permits, and appeals. A variance is required if the proposed use or development is prohibited by the Ordinance. A special permit is required where the proposed use or development is identified by the Ordinance as requiring one. A comprehensive permit is required for certain subsidized housing projects. The BZA also hears appeals of zoning determinations made by ISD. All BZA applications, decisions, and transcripts are available online for the public.

FY18 OBJECTIVES & PERFORMANCE MEASURES



1. Conduct zoning meetings and process all applications for zoning relief in an efficient manner in accordance with applicable state laws.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of BZA applications	141	145	145

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$208,555	\$217,825	\$217,950
OTHER ORDINARY MAINTENANCE	\$59,000	\$56,500	\$76,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$267,555	\$274,325	\$294,450
FULL-TIME BUDGETED EMPLOYEES	2	2	2




INSPECTIONAL SERVICES - INSPECTION & ENFORCEMENT

MISSION & SERVICES

The Inspection & Enforcement Division performs inspections related to food, sanitary, building, electrical, plumbing, gas, sheet metal, mechanical, and other permits. In FY18, the Division will focus on enforcement of new building and electrical codes.

The Division's sanitary and housing inspectors enforce the State Sanitary Code. Sanitary inspectors are responsible for restaurants, schools, daycares, retail stores, package stores, food trucks, farmers markets, and special events that require food handler permits. Housing inspectors inspect residential rental properties and complaints related to lack of heat and hot water, plumbing problems, egress obstruction, rodent infestation, rubbish, and other issues. Inspectors are continuously trained to keep current on all codes and ordinances related to ISD.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of compliance inspections (building permits)	6,112	4,850	5,275
2	Number of compliance inspections and re-inspections	1,706	2,250	2,200
3	Number of inspections (housing complaints)	4,398	4,000	3,875
3	Number of licensed dumpster inspections completed	899	840	850

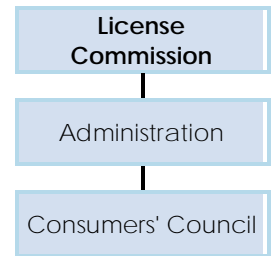
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,957,650	\$3,043,430	\$3,188,850
OTHER ORDINARY MAINTENANCE	\$40,505	\$42,065	\$64,180
TRAVEL & TRAINING	\$6,470	\$9,610	\$10,425
EXTRAORDINARY EXPENDITURES	\$2,595	\$0	\$10,000
TOTAL BUDGETED EXPENDITURES	\$3,007,220	\$3,095,105	\$3,273,455
FULL-TIME BUDGETED EMPLOYEES	25	26	26

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.



The three-person License 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 first responders. The Board meets monthly to review applications, policy, rules and regulations, disciplinary matters, and requests related to licensed premises.

License Commission staff process applications and renewals for annual licenses, special one-day licenses, and hackney licenses as well as handle policy, disciplinary matters, and violations for the License Board. 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 Investigation staff conduct alcohol investigations, Alcohol Task Force inspections, site visits of special events, roof top mechanicals, and noise readings in response to complaints of Noise Ordinance violations. The Hackney Division works with the taxi industry and the general public to ensure safety for those who travel in Cambridge-licensed taxicabs. Department staff also provide administrative support for the Pole and Conduit Commission, which regulates the installation and maintenance of electrical poles and underground conduits in Cambridge.

The Consumers' Council provides assistance to community members 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$24,250	\$18,050	\$18,050
FINES & FORFEITS	\$385	\$18,100	\$17,300
INTERGOVERNMENTAL REVENUE	\$54,000	\$54,000	\$54,000
LICENSES & PERMITS	\$2,235,635	\$2,270,335	\$2,164,440
TAXES	(\$1,101,555)	(\$1,069,360)	(\$899,340)
TOTAL BUDGETED REVENUE	\$1,212,715	\$1,291,125	\$1,354,450
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,004,165	\$1,126,085	\$1,283,310
OTHER ORDINARY MAINTENANCE	\$59,065	\$71,585	\$63,610
TRAVEL & TRAINING	\$1,885	\$7,355	\$7,530
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,065,115	\$1,205,025	\$1,354,450
FULL-TIME BUDGETED EMPLOYEES	10	10	10






LICENSE COMMISSION - ADMINISTRATION

MISSION & SERVICES

The License Commission's mission is to regulate businesses whose operations could adversely impact the safety of the Cambridge community. In FY18, the Department will reclassify one part-time hackney inspector as a new part-time investigator to increase capacity to patrol for, monitor, and respond to noise complaints. The License Commission will also continue educational outreach to commercial leaf blower operators to ensure compliance with the Noise Ordinance. In addition, the Department plans to implement a system to issue on-the-spot civil fines for noise violations.

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. In consideration of the challenges faced by the hackney industry, the City waived all renewal fees for medallions and hackney licenses for FY17 and FY18 to provide some financial relief to those wishing to remain in the industry.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and decrease violations 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, Police Department, and Cambridge Prevention Coalition to educate alcohol licensees on safe alcohol operations and underage drinking.
-  5. Issue one-day licenses for special events throughout the city.
-  6. Reduce noise complaints in Cambridge and ensure compliance with the Noise Ordinance.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Number of illegal out-of-town taxicabs found in violation within the city	62	20	20
5	Number of one-day licenses issued for special events	930	1,200	1,200

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$829,695	\$945,370	\$1,087,015
OTHER ORDINARY MAINTENANCE	\$58,680	\$70,585	\$62,610
TRAVEL & TRAINING	\$450	\$5,855	\$6,030
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$888,825	\$1,021,810	\$1,155,655
FULL-TIME BUDGETED EMPLOYEES	8	8	8



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 residents from Cambridge, Somerville, and other local municipalities in an attempt to avoid legal action by either party.

The Council provides resources, support, and influence on consumer matters, including advice relating to fraud and scams. Council staff are watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Council serves as an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for local community members.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Sponsor consumer education events and activities to empower residents 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, and consumer organizations to provide individual consumer assistance or take action on behalf of groups of consumers or all consumers in general.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Educational workshops or public forums held in Cambridge	10	10	10
1	Articles, brochures/newsletter publications, distribution efforts, and significant website additions	5	7	7
2	City departments, nonprofit organizations, and state agency activities on behalf of consumers	n/a	10	10
2	National consumer partnership efforts	9	9	9

DIVISION FINANCIAL OVERVIEW

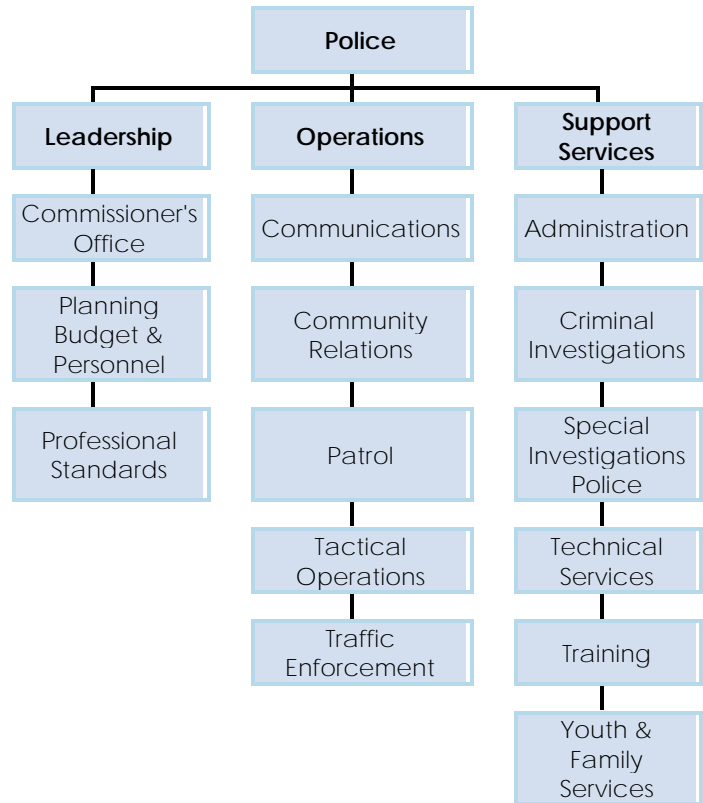
EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$174,470	\$180,715	\$196,295
OTHER ORDINARY MAINTENANCE	\$385	\$1,000	\$1,000
TRAVEL & TRAINING	\$1,435	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$176,290	\$183,215	\$198,795
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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 policing 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 Cambridge 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.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$1,563,200	\$1,556,155	\$1,551,355
FINES & FORFEITS	\$2,985,785	\$2,967,425	\$3,020,425
INTERGOVERNMENTAL REVENUE	\$856,605	\$856,605	\$856,605
LICENSES & PERMITS	\$127,150	\$125,965	\$125,815
MISCELLANEOUS REVENUE	\$46,145	\$50,000	\$45,000
TAXES	\$44,913,765	\$45,454,615	\$49,591,825
TOTAL BUDGETED REVENUE	\$50,492,650	\$51,010,765	\$55,191,025
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$48,023,970	\$52,069,940	\$52,167,170
OTHER ORDINARY MAINTENANCE	\$2,054,780	\$2,105,555	\$2,141,155
TRAVEL & TRAINING	\$268,830	\$321,735	\$337,200
EXTRAORDINARY EXPENDITURES	\$531,440	\$564,865	\$545,500
TOTAL BUDGETED EXPENDITURES	\$50,879,020	\$55,062,095	\$55,191,025
FULL-TIME BUDGETED EMPLOYEES	318	319	316

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.

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 Department's committed engagement on social media. With the introduction of technology tools such as the City's Open Data Portal, Commonwealth Connect, Nextdoor, and online access to the daily public log as well as monthly and annual crime reports, community leaders, residents, and law enforcement agencies can exchange and receive information regarding problems, often in real time, to ensure neighborhood integrity.



FY18 OBJECTIVES & PERFORMANCE MEASURES

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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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Percent of Quality of Service Assessment respondents who positively rated the professionalism of officers' conduct	98%	99%	100%
2	Percent of Quality of Service Assessment respondents who positively rated the overall CPD response	86%	95%	100%
2	Percent of incidents where a person was taken into custody and force was used	6%	4%	3%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$607,115	\$660,320	\$594,570
OTHER ORDINARY MAINTENANCE	\$53,740	\$60,500	\$74,000
TRAVEL & TRAINING	\$228,830	\$260,945	\$261,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$889,685	\$981,765	\$929,770
FULL-TIME BUDGETED EMPLOYEES	3	3	3

POLICE - PLANNING, BUDGET & PERSONNEL

MISSION & SERVICES

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



Swearing in ceremony for police officers from the class of 2016.

The Office continues to recruit police officer candidates through community engagement, internships, work-study programs, and other agencies supporting employment. In addition, the Office works with the Professional Standards Unit on coordination of the background process for hiring new police officers.

FY18 OBJECTIVES & PERFORMANCE MEASURES



1. **Begin implementing a refocused strategic plan that will improve the quality of services to citizens, enhance relationships with the community, position the Department to achieve long-term goals, strengthen collaboration efforts, improve the quality of life for residents, and create a productive and supportive working environment.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$677,275	\$770,965	\$773,015
OTHER ORDINARY MAINTENANCE	\$64,555	\$77,750	\$82,550
TRAVEL & TRAINING	\$40,000	\$40,290	\$55,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$781,830	\$889,005	\$910,565
FULL-TIME BUDGETED EMPLOYEES	6	6	6

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 services provided by CPD. The Unit also receives, processes, and investigates citizen complaints about police officer conduct and staff investigations. To ensure the public’s trust and to maintain the Department’s integrity, the Unit conducts immediate and objective investigations of all complaints.



Regional Critical Incident Stress Management Team training in 2016.

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 help identify officers who might benefit from 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.

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

FY18 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to uphold the integrity of the Police Department through a thorough review of policies, processes, and incidents. Maintain transparency between the Police Department and the community.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$796,590	\$889,045	\$886,850
OTHER ORDINARY MAINTENANCE	\$22,955	\$14,000	\$5,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$819,545	\$903,045	\$891,850
FULL-TIME BUDGETED EMPLOYEES	3	4	4

POLICE - COMMUNICATIONS

MISSION & SERVICES

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.



2016 Bow Tie Ride: A free, guided ride through the city for cyclists of all ages and experience levels organized in conjunction with the Cambridge Bicycle Committee.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$148,730	\$171,595	\$160,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$14,095	\$20,920	\$0
TOTAL BUDGETED EXPENDITURES	\$162,825	\$192,515	\$160,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

POLICE - COMMUNITY RELATIONS





MISSION & SERVICES

The Community Relations Unit engages the community in identifying problems and works collaboratively on resolutions, with the goal of strengthening neighborhood relations. The Unit focuses on quality of life issues and conducts outreach and crime prevention programs to address concerns regarding homelessness, mental health, senior citizens, youth, businesses, and community groups. CPD has established partnerships through liaisons with formal community organizations and business groups. 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 the Department of Human Service Programs' (DHSP) Door-to-Door campaigns to raise community awareness of the resources available to youth and families, such as prevention programs, self-defense training, and bicycle safety classes.



2016 helmet donation event.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of residents reached during Door-to-Door campaigns	2,250	2,650	2,700
1	Number of community-based meetings attended	254	260	275
2	Number of individuals referred to the Homeless Court Program	0	18	26
2	Percent of Substance Abuse Treatment Placements granted	100%	100%	100%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,871,140	\$1,858,700	\$2,193,440
OTHER ORDINARY MAINTENANCE	\$27,680	\$27,535	\$27,900
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,898,820	\$1,886,235	\$2,221,340
FULL-TIME BUDGETED EMPLOYEES	12	12	13

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.



Traffic Safety Awareness Day.

Patrol Officers in the Operations Division respond to emergency and non-emergency calls for service and 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 seven days a week, 365 days a year, to keep the community safe.

FY18 OBJECTIVES & PERFORMANCE MEASURES

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1. Provide professional law enforcement services to citizens through suppression and prevention of crime and apprehension of offenders. Foster trust and build relationships between officers and the community.
- 

2. Increase presence in locations where quality of life issues 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of Part 1 crimes reported (Note: Part 1 crimes are those considered by the FBI to be the most serious. They include violent crimes and property crimes.)	2,850	2,750	2,750
1	Average number of days (monthly) between identified Part 1 crime patterns and elimination of the pattern by an arrest or increased police presence	24	23	20

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$26,619,260	\$30,551,905	\$29,549,575
OTHER ORDINARY MAINTENANCE	\$17,170	\$18,500	\$20,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$26,636,430	\$30,570,405	\$29,569,575
FULL-TIME BUDGETED EMPLOYEES	178	177	176

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 Ordnance Unit (Bomb Squad), Special Response Team (SRT), Tactical Patrol Force (TPF), and Crisis Negotiations Team.

The primary mission of the Explosive Ordnance 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 who also serve as regional assets that assist neighboring communities when needed.



Tango, a member of Cambridge's Bomb Squad.

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.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$953,245	\$950,385	\$881,345
OTHER ORDINARY MAINTENANCE	\$125,030	\$104,000	\$104,000
TRAVEL & TRAINING	\$0	\$20,500	\$21,000
EXTRAORDINARY EXPENDITURES	\$0	\$60,000	\$60,000
TOTAL BUDGETED EXPENDITURES	\$1,078,275	\$1,134,885	\$1,066,345
FULL-TIME BUDGETED EMPLOYEES	5	5	5

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. The TEU conducts mobilizations to educate motorists on safe driving habits, improve traffic safety, and enforce traffic laws. In addition, the Unit provides dignitary protection to officials visiting the city.

The TEU also includes Traffic Supervisors, whose main responsibility is ensuring the safety of schoolchildren at various intersections and crossings throughout Cambridge.



A member of the TEU explains radar units to a community member.

FY18 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. Continue to support the City's Vision Zero objectives by using sound data analysis, and respond with enhanced data driven enforcement strategies.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of assignments for crashes citywide	5,250	5,450	5,500
1	Number of crashes at identified high crash locations	98	108	100
1	Number of reportable crashes citywide	1,544	1,600	1,600
1	Number of assignments for bicycle violations citywide	1,475	1,500	1,500
1	Number of bicycle citations issued	1,070	1,187	1,285
1	Number of bicycle crashes citywide	129	140	125
1	Number of assignments for enforcement of red light violations citywide	3,895	4,086	4,150
1	Number of written citations for red light violations	5,258	4,879	4,700
1	Number of crosswalk violations citywide	997	848	800

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$3,433,140	\$3,466,035	\$3,899,550
OTHER ORDINARY MAINTENANCE	\$6,670	\$8,500	\$8,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,439,810	\$3,474,535	\$3,908,050
FULL-TIME BUDGETED EMPLOYEES	19	19	20

POLICE - ADMINISTRATION

MISSION & SERVICES

The Administration Section processes and coordinates all CPD support services. Various units within this section oversee services such as records, details (off-duty employment), fleet maintenance, 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 Cards and Licenses to Carry Firearms.

The Detail Office is responsible for assigning off-duty officers to construction sites throughout the city to ensure motor vehicle, cyclist, and pedestrian safety. The Detail 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 and Evidence Unit is responsible for securing all properties that come into CPD control, such as physical evidence from crimes, prisoners' personal belongings, and lost items.



A marked cruiser, part of the CPD fleet managed by Fleet Maintenance. Photo credit: Arts in Fotos Photography.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,968,205	\$2,895,150	\$3,179,700
OTHER ORDINARY MAINTENANCE	\$1,239,635	\$1,254,765	\$1,433,675
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$517,345	\$483,945	\$485,500
TOTAL BUDGETED EXPENDITURES	\$4,725,185	\$4,633,860	\$5,098,875
FULL-TIME BUDGETED EMPLOYEES	26	26	26

POLICE - CRIMINAL INVESTIGATIONS

MISSION & SERVICES

Criminal Investigations Section staff investigate all serious crimes committed in the city, including murder, rape, robbery, aggravated assault, burglary, and felony larceny. The Section uses a report review system to support survivors of crime with follow-up phone calls to offer resources and 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. The Crime Scene Unit, which is part of Criminal Investigations, processes crime scenes, evidence, and fingerprint classifications. The Unit achieved accreditation under national standards for its latent print lab in FY17.



Commonwealth Connect is a communications platform for citizens to report non-emergency issues and for governments to track, manage, and reply, ultimately making communities better through transparency, collaboration, and cooperation.

FY18 OBJECTIVES & PERFORMANCE MEASURES



- Enhance the integrated response system to domestic violence (DV) through internal CPD-wide trainings and trainings for community partners in collaboration with the Domestic and Gender-Based Violence Prevention Initiative and the Public Health Department. Continue reviewing DV cases with the High-Risk Assessment Team, which consists of other law enforcement agencies and nonprofit service providers who work with DV survivors. Provide quality services for high-risk survivors to attain a sense of safety and wellbeing.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of DV survivors that felt the Department's intervention provided them with a satisfying level of support	95%	96%	100%
1	Percent of high risk survivors reporting favorable sense of safety and wellbeing before police involvement	20%	33%	33%
1	Percent of high risk survivors reporting favorable sense of safety and wellbeing after police involvement	95%	97%	100%
1	Percent of high risk survivors reporting favorable quality of police services	98%	100%	100%
1	Number of DV training and outreach efforts	10	12	15

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$5,623,425	\$5,515,220	\$5,653,330
OTHER ORDINARY MAINTENANCE	\$6,340	\$6,870	\$8,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,629,765	\$5,522,090	\$5,661,330
FULL-TIME BUDGETED EMPLOYEES	36	36	34

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 Unit's goal is to target street-level drug dealers to reach their suppliers to fight the problem at its root level -- in the streets, where the public is most exposed and affected.

The SIU works with local, state, and federal law enforcement agencies in combating illegal narcotic distribution networks and also works to divert substance abusers into appropriate treatment options. Through partnerships with the Middlesex County District Attorney's Office, Cambridge Public Health Department, and Cambridge Prevention Coalition, CPD serves as an approved controlled substance collection site for residents of Cambridge. The anonymous drop box for controlled substances is located on the first floor of the Robert W. Healy Public Safety Facility.

CPD has formulated a comprehensive strategy to collaborate with community partners to reduce the number of overdoses in our community. Specifically, the Focused Deterrence program consists of social service providers, community leaders, and law enforcement agencies working together to prevent serious and chronic offenders from engaging in criminal behavior. At the core of the program is a shared philosophy that offenders can be reformed with the proper support, services, and community engagement.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Continue to address drug and vice activity through special investigations. Target street-level drug dealers to fight the problem at its root level. Target vice activity including human trafficking through outreach efforts, education, and enforcement.
- 
2. Continue to adopt strategic planning methods to help alleviate the pressures and societal issues of drug abuse and addiction. Collaborate with local, state, private, nonprofit, and other community partners to reduce the number of opiate-related deaths in the city through outreach to provide education, reduce the stigma associated with addiction, and raise awareness about identified hotspots and victim residences.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,651,930	\$1,645,365	\$1,746,815
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,651,930	\$1,645,365	\$1,746,815
FULL-TIME BUDGETED EMPLOYEES	10	10	10

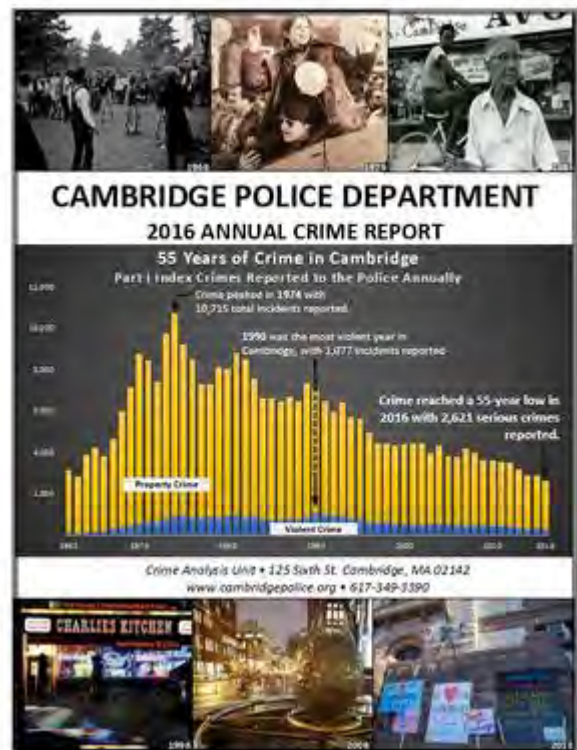
POLICE - TECHNICAL SERVICES

MISSION & SERVICES

Technical Services includes the Department's Crime Analysis Unit (CAU), which carefully reviews all information such as crime reports, calls for service, arrest reports, and notices from other agencies to identify crime patterns such as series, sprees, hot spots, and trends.

Patrol and Investigative Commanding Officers use up-to-date information identified by the CAU to develop strategies to address emerging and ongoing crime problems. Officers receive briefings on current trends and analysis compiled by the CAU during every shift.

In FY18, three full-time members of the Technical Services team will transition to the Public Safety Information Technology (PSIT) unit in the Emergency Communications Department. The PSIT team will continue to provide centralized services to all Cambridge public safety departments.



CPD publishes its Annual Crime Report online.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Continue to produce monthly reports on crime trends, neighborhood problems, and tips, and distribute them 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 trends, and provide awareness to officers regarding these efforts.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$900,655	\$847,130	\$618,580
OTHER ORDINARY MAINTENANCE	\$208,000	\$194,400	\$45,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,108,655	\$1,041,530	\$663,580
FULL-TIME BUDGETED EMPLOYEES	8	9	6

POLICE - TRAINING

MISSION & SERVICES

The Training Unit coordinates all training for sworn and non-sworn CPD personnel throughout the year to ensure all certifications and mandates are met. The Cambridge Police Academy continues to 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 each year.



To help its officers manage the stresses of their profession, the City implemented a first-of-its-kind trauma training for CPD staff.

CPD continues to enhance its training program by offering a curriculum that challenges policing practice and introduces progressive concepts such as trauma-informed care, procedural justice and legitimacy training, fair and impartial policing, and alternative resolutions 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. The Department is also committed to training officers on crisis intervention.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$311,845	\$322,675	\$340,615
OTHER ORDINARY MAINTENANCE	\$133,205	\$163,355	\$168,030
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$445,050	\$486,030	\$508,645
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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



Recent graduates of the Cambridge Youth Academy.

provide crime prevention programs to students and act as liaisons with the Department on safety issues. The YFSU 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).

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, resulting in a reduction in arrests among Cambridge juveniles for criminal and status offenses. This decrease is attributed to proactive policing that incorporates prevention, intervention, and diversion. Service plans provide unique and specific recommendations to youth and families requiring services.

FY18 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.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of youth who successfully complete a formal CPD diversion program	100%	90%	100%
1	Percent of youth who offend or reoffend within a year of a completed YFSU diversion	0%	0%	0%
1	Number of youth interventions	634	650	650

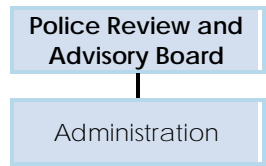
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,610,145	\$1,697,045	\$1,849,785
OTHER ORDINARY MAINTENANCE	\$1,070	\$3,785	\$4,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,611,215	\$1,700,830	\$1,854,285
FULL-TIME BUDGETED EMPLOYEES	10	10	11

POLICE REVIEW AND ADVISORY BOARD

DEPARTMENT OVERVIEW

The Police Review and Advisory Board (PRAB) is an independent agency responsible for civilian oversight of the Cambridge Police Department (CPD). 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 CPD policies, practices, and procedures;
- Provide prompt, impartial, and fair investigation of complaints brought by individuals against members of the CPD; and
- Develop programs and strategies to promote positive police/community relations and provide opportunities for expanded discussions, improved understanding, and innovative ways of resolving differences.

DEPARTMENT FINANCIAL OVERVIEW





FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
TAXES	\$77,435	\$3,700	\$3,700
TOTAL BUDGETED REVENUE	\$77,435	\$3,700	\$3,700
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$16,945	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$15	\$700	\$700
TRAVEL & TRAINING	\$2,770	\$1,175	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$19,730	\$1,875	\$3,700
FULL-TIME BUDGETED EMPLOYEES	1	0	0

POLICE REVIEW AND ADVISORY BOARD - ADMINISTRATION

MISSION & SERVICES

PRAB 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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Conduct education and outreach efforts to increase public awareness of the Board's mission, work, and services, and to 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 CPD's Professional Standards Unit.**
-  3. **Work with CPD and other City departments to train Board members to enhance the Board's effectiveness.**
-  4. **Review CPD 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Public outreach and information sessions held	10	15	12
3	Training sessions for Board members	5	6	6
3	Police training sessions attended by PRAB	6	6	6

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$16,945	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$15	\$700	\$700
TRAVEL & TRAINING	\$2,770	\$1,175	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$19,730	\$1,875	\$3,700
FULL-TIME BUDGETED EMPLOYEES	1	0	0

TRAFFIC, PARKING & TRANSPORTATION

DEPARTMENT OVERVIEW

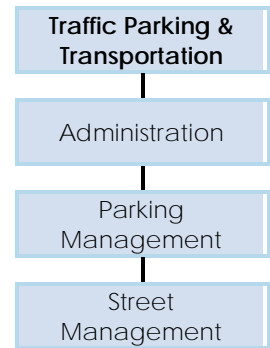
The Traffic, Parking & Transportation Department (TPT) oversees the operation of Cambridge’s streets, manages public parking, and actively works to promote walking, bicycling, and transit in the city. The Department is organized in three divisions: Administration, Parking Management, and Street Management.

Administration is responsible for the oversight and operation of the entire Department. It includes central administrative functions such as finance, human resources, communications, and leadership.

Parking Management enforces parking regulations, oversees operation of the two City parking garages, collects and adjudicates parking tickets, and operates the resident permit parking program. This Division is currently working on rolling out the pay-by-phone parking system across the city and is exploring the installation of smart parking meters.

Street Management maintains pavement markings, including crosswalks and bicycle lanes; installs and maintains signs and parking meters; manages the operation of traffic signals; reviews traffic impact studies for development projects; 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 the use of sustainable transportation modes.

In FY18, TPT will hire an Engineer Technician to coordinate and evaluate pavement markings, conduct sign inventories, and supervise the work of contractors for pavement markings installation. The addition of this new position will allow Department engineers to focus on design and analysis for bicycle safety and transit priority projects.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$5,914,055	\$5,765,260	\$6,188,410
FINES & FORFEITS	\$5,921,095	\$6,031,880	\$5,994,115
LICENSES & PERMITS	\$767,675	\$727,500	\$702,500
MISCELLANEOUS REVENUE	\$30,000	\$95,000	\$40,000
TOTAL BUDGETED REVENUE	\$12,632,825	\$12,619,640	\$12,925,025
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,823,425	\$8,327,475	\$8,647,985
OTHER ORDINARY MAINTENANCE	\$2,850,685	\$3,797,040	\$4,167,040
TRAVEL & TRAINING	\$58,420	\$24,250	\$41,000
EXTRAORDINARY EXPENDITURES	\$51,105	\$60,000	\$69,000
TOTAL BUDGETED EXPENDITURES	\$10,783,635	\$12,208,765	\$12,925,025
FULL-TIME BUDGETED EMPLOYEES	82	82	83

TRAFFIC, PARKING & TRANSPORTATION - ADMINISTRATION

MISSION & SERVICES



The Administration Division is responsible for the oversight and operation of the entire Department, including coordinating with other City, state, and federal agencies; managing the Department's budget and personnel functions; providing ongoing customer service; publishing public information materials; and maintaining and improving the Department's website. The Division also keeps up to date with cutting-edge equipment and services to meet constituent needs and to support employees in more efficiently performing their jobs.



The separated cycle track on Western Avenue protects cyclists from parked and moving vehicles.

On March 21, 2016, the City Council unanimously adopted Vision Zero, which is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. First implemented in Sweden in the 1990s, Vision Zero has proved successful across Europe and is now gaining momentum in major American cities. While Cambridge has promoted safe and sustainable transportation for many years, Vision Zero will focus the City's efforts on identifying and eliminating the preventable causes of traffic fatalities and serious injuries. Efforts will include changes to roadway design and operation, public engagement and education to involve all Cambridge residents in making our city a safe place, and strategic enforcement of traffic rules and regulations. For more information on Vision Zero, visit www.cambridgema.gov/visionzero.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continuously improve the efficiency and professionalism of TPT 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.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$817,340	\$820,350	\$996,660
OTHER ORDINARY MAINTENANCE	\$108,370	\$262,750	\$286,600
TRAVEL & TRAINING	\$58,420	\$24,250	\$41,000
EXTRAORDINARY EXPENDITURES	\$51,105	\$60,000	\$69,000
TOTAL BUDGETED EXPENDITURES	\$1,035,235	\$1,167,350	\$1,393,260
FULL-TIME BUDGETED EMPLOYEES	7	7	6

TRAFFIC, PARKING & TRANSPORTATION - PARKING MANAGEMENT




MISSION & SERVICES

The Parking Management Division is responsible for the City's two parking garages, the Green Street Garage and East Cambridge (First Street) Garage, including the management contract for these facilities and the preventive maintenance program for the garages.

The Parking Enforcement unit in this Division enforces the City's parking regulations daily, Monday through Saturday, except on Commonwealth of Massachusetts holidays, with the key objective of improving safety and accessibility for all those traveling in Cambridge.

The Parking Services unit is responsible for issuance of resident and visitor parking permits, and collection and adjudication of parking tickets. The Department continuously strives to improve customer service and works to provide as many services as possible online.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide on-street parking for residents, their visitors, and providers of services to residents; issue residential parking permits in a timely and cost effective manner; and maintain public safety and ensure access for those with disabilities.
-  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. Fairly adjudicate disputes and hearings related to parking violations.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Short-term on-street spaces managed by parking meters and pay stations	3,142	3,500	3,400
3	Percent of tickets paid within 21 days from issuance without a notice	62.6%	61%	62%
3	Percent of tickets issued this fiscal year that have been paid this year	89.7%	85%	85%
3	Percent of tickets issued this fiscal year that have been adjusted/dismissed	3.2%	3.5%	4.0%

DIVISION FINANCIAL OVERVIEW





EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$5,907,210	\$6,289,725	\$6,301,360
OTHER ORDINARY MAINTENANCE	\$2,091,615	\$2,525,665	\$2,794,440
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,998,825	\$8,815,390	\$9,095,800
FULL-TIME BUDGETED EMPLOYEES	65	65	66

TRAFFIC, PARKING & TRANSPORTATION - STREET MANAGEMENT

MISSION & SERVICES

Street Management is responsible for the design, installation, and maintenance of all traffic control devices in the city and for coordination with other 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 and pavement markings, including bicycle lanes and crosswalks; issuing street occupancy permits; and reviewing major construction projects and new developments. The Division manages 132 signalized intersections, 23 warning flashers, and 30 school zone flashers, and it operates and maintains the City's nine metered parking lots. The Division also takes the lead on Vision Zero initiatives aimed at eliminating fatalities and serious injuries.

FY18 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. **Maintain strong customer service and respond 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.**
-  4. **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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of signalized intersections that are proactively studied for possible traffic signal timing changes	5	4	4
1	Number of intersections (signalized and non-signalized) at which a full safety evaluation study has been conducted	4	4	4
2	Number of street occupancy permits issued	6,741	6,500	6,800
2	Number of moving van and moving container permits issued	5,311	5,000	5,500
2	Percent of moving van permit applications submitted online	96%	94%	94%
3	Number of completed site investigations conducted	112	170	165
3	Number of completed minor traffic studies	3	5	5
3	Number of traffic regulatory signs replaced or installed	998	1,200	1,500
3	Number of street name signs replaced	97	85	100
4	Number of large project traffic studies reviewed for projects seeking Planning Board permits	3	4	4

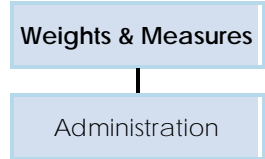
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,098,875	\$1,217,400	\$1,349,965
OTHER ORDINARY MAINTENANCE	\$650,700	\$1,008,625	\$1,086,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,749,575	\$2,226,025	\$2,435,965
FULL-TIME BUDGETED EMPLOYEES	10	10	11

WEIGHTS & MEASURES

DEPARTMENT OVERVIEW

The Department of Weights and Measures is charged with ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances, and regulations relating to the accuracy of weighing and measuring devices used by local business establishments. These devices 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 Handbook 44 in its testing of weighing and measuring devices.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$36,615	\$32,300	\$38,000
FINES & FORFEITS	\$4,125	\$3,000	\$1,000
INTERGOVERNMENTAL REVENUE	\$17,925	\$17,925	\$17,925
TAXES	\$88,950	\$92,020	\$96,150
TOTAL BUDGETED REVENUE	\$147,615	\$145,245	\$153,075
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$136,640	\$142,450	\$143,050
OTHER ORDINARY MAINTENANCE	\$6,555	\$5,165	\$6,280
TRAVEL & TRAINING	\$3,200	\$3,245	\$3,745
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$146,395	\$150,860	\$153,075
FULL-TIME BUDGETED EMPLOYEES	1	1	1




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 checking price accuracy on hundreds of scanner systems in the city and for ensuring that taxi meters, retail motor fuel devices, and scale systems in Cambridge conform to state laws and legal regulations for accuracy.

The Director of Weights and Measures sits on two National Weights and Measures Working Groups: Electric Vehicle Charging Stations and Transportation Networking Measurement Systems. These groups focus on innovative technology for the present and future of weights and measures. In July 2016, the National Conference of Weights and Measures adopted a new standard for Electrical Vehicle Charging Systems, which requires that consumers buy electricity for their vehicles in terms of kilowatt-hours (kWh).

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of scales, avoirdupois weights, metric weights, and apothecary and Troy weights tested	1,254	1,250	1,250
1	Gasoline pump meters and vehicle oil tanks tested	370	370	370
1	Reverse vending machines inspected	15	15	15
2	Prepackaged food inspections	1,450	1,465	1,475
2	Scanner system inspections - spot inspections	130	135	135
3	Required taxi meter inspections performed	234	257	257
3	Additional taxi meter inspections performed	73	70	70

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$136,640	\$142,450	\$143,050
OTHER ORDINARY MAINTENANCE	\$6,555	\$5,165	\$6,280
TRAVEL & TRAINING	\$3,200	\$3,245	\$3,745
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$146,395	\$150,860	\$153,075
FULL-TIME BUDGETED EMPLOYEES	1	1	1

COMMUNITY MAINTENANCE AND DEVELOPMENT

FY18 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$605,031,310



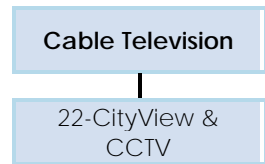
COMMUNITY MAINTENANCE AND DEVELOPMENT

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 PROPOSED
CHARGES FOR SERVICES	\$43,354,500	\$47,473,285	\$45,589,545
FINES & FORFEITS	\$1,198,195	\$1,198,195	\$1,198,195
INTERGOVERNMENTAL REVENUE	\$5,236,935	\$5,139,390	\$3,679,085
LICENSES & PERMITS	\$1,229,485	\$1,051,720	\$609,000
MISCELLANEOUS REVENUE	\$1,923,655	\$2,552,780	\$3,134,840
TAXES	\$65,554,285	\$68,611,355	\$73,297,310
TOTAL BUDGETED REVENUE	\$118,497,055	\$126,026,725	\$127,507,975
PROGRAM EXPENDITURES			
CABLE TELEVISION	\$1,518,565	\$1,630,930	\$1,672,385
COMMUNITY DEVELOPMENT	\$7,416,470	\$8,690,505	\$8,763,645
DEBT SERVICE	\$54,814,125	\$58,352,670	\$62,440,710
HISTORICAL COMMISSION	\$629,410	\$659,385	\$653,830
PEACE COMMISSION	\$145,960	\$157,680	\$158,960
PUBLIC WORKS	\$36,872,605	\$40,316,275	\$39,844,595
WATER	\$13,497,160	\$15,151,870	\$13,973,850
TOTAL BUDGETED EXPENDITURES	\$114,894,295	\$124,959,315	\$127,507,975

CABLE TELEVISION

DEPARTMENT OVERVIEW

Cable Television/22-CityView is responsible for the City's broadcast television production and programming needs.



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 \$902,025 from cable TV license fees to support Cambridge Community Television (CCTV), the nongovernmental public television station in Cambridge.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$1,439,635	\$1,426,775	\$1,428,375
TAXES	\$135,855	\$228,710	\$244,010
TOTAL BUDGETED REVENUE	\$1,575,490	\$1,655,485	\$1,672,385
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$524,865	\$580,405	\$587,110
OTHER ORDINARY MAINTENANCE	\$990,605	\$1,047,235	\$1,081,825
TRAVEL & TRAINING	\$3,095	\$3,290	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,518,565	\$1,630,930	\$1,672,385
FULL-TIME BUDGETED EMPLOYEES	5	5	5

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 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 City departments and agencies to produce and broadcast programs and specials. We will also collaborate with CCTV on a long-term, freelance basis to increase the reach of our local production and coverage. The Department is committed to offering high quality programming that will serve the viewing public and allow for the dissemination of pertinent information.



22-CityView interview with author Bernice McFadden.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **With a robust commitment to produce programming that reflects the City and its workforce, we will work with City departments, utilizing 22-CityView productions, to help them increase their exposure and improve transparency.**
2. **In an ongoing effort to avail the viewing public of the workings of their city government, we will increase our coverage of City-sponsored public meetings including, but not limited to, City Council, Ordinance, and Committee meetings.**
3. **Introduce closed captioning technology into City Council and Ordinance Committee broadcasts. Our goal is to caption all 22-CityView broadcast programming.**
4. **With an eye towards increasing viewership and embracing the many ways that people receive information, we will present all produced content across myriad broadcast platforms – Channel 22, the Department website, and our YouTube channel.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of City department-related programs	30	80	80
2	Hours per week of programming	98	91	91
2	Number of 22-CityView produced programs aired per day	12	15	17
2	Number of live City Council and Ordinance meetings covered	75	100	125

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$524,865	\$580,405	\$587,110
OTHER ORDINARY MAINTENANCE	\$990,605	\$1,047,235	\$1,081,825
TRAVEL & TRAINING	\$3,095	\$3,290	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,518,565	\$1,630,930	\$1,672,385
FULL-TIME BUDGETED EMPLOYEES	5	5	5

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 collaborate 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.

As we advance Envision Cambridge, climate preparedness/resilience planning, and the Cambridge Needs Assessment/Community Benefits process, CDD has also been engaged in major citywide initiatives such as Vision Zero and Community Engagement Team outreach. With the City Council’s recent adoption of updates to Cambridge’s inclusionary housing policies, CDD is working to develop regulations and procedures relating to the implementation of key changes that will further expand this important affordable housing resource. CDD has implemented the initial recommendations from the Net Zero Action Plan and has ramped up efforts to reduce greenhouse gas emissions from all sources. CDD has also reached out to community members not often engaged in planning, including youth and underserved residents.

CDD’s FY18 activities reflect an enhanced commitment of resources to best meet the City’s priorities. CDD has responded to current conditions, including growth in development and rezoning proposals, by expanding capacity in key areas such as project review, community outreach and communication, data management and analysis, and program development and implementation. In FY18, CDD will add five new positions: a second deputy director, an urban designer, a zoning planner, an assistant transportation planner, and an IT business analyst.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$431,395	\$1,011,335	\$503,145
FINES & FORFEITS	\$140,000	\$140,000	\$140,000
INTERGOVERNMENTAL REVENUE	\$2,150,755	\$2,120,640	\$740,470
LICENSES & PERMITS	\$193,075	\$195,220	\$55,000
MISCELLANEOUS REVENUE	\$382,380	\$275,820	\$94,645
TAXES	\$5,766,470	\$6,136,175	\$7,230,385
TOTAL BUDGETED REVENUE	\$9,064,075	\$9,879,190	\$8,763,645
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$6,023,240	\$6,309,190	\$7,089,280
OTHER ORDINARY MAINTENANCE	\$1,357,850	\$2,332,220	\$1,576,190
TRAVEL & TRAINING	\$35,380	\$49,095	\$51,845
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$46,330
TOTAL BUDGETED EXPENDITURES	\$7,416,470	\$8,690,505	\$8,763,645
FULL-TIME BUDGETED EMPLOYEES	45	49	54

COMMUNITY DEVELOPMENT - ADMINISTRATION

MISSION & SERVICES





The Administration Division provides leadership, 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, fiscal and grant program management, and other enterprise-wide functions such as communications, GIS, and data and information management. The Division will continue to collect and analyze data to support the City's 5-star rating, the highest rating possible from STAR Communities, which Cambridge achieved in 2016 for excellence in sustainability.



Quality of life in Cambridge reflects strategic priorities, driven by core community values. CDD works across disciplines to manage, direct, and balance short and long-term physical change to achieve social, economic, and environmental sustainability.

The Administration Division also manages program and activity funds totaling nearly 10 times the size of CDD's tax-funded budget, including federal block grants, housing trust funds, and several project-specific grants, such as the state-funded Community Compact award. Federal funding includes programs such as the Community Development Block Grant (CDBG) and HOME. Through careful stewardship, the Division works to ensure that resources are broadly spread in the community and are efficiently targeted to evolving needs.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1.  **Support data-driven, long-term planning and multi-disciplinary initiatives to enhance quality of life for Cambridge residents.**
2.  **Broaden community outreach to engage new audiences and offer a range of opportunities to participate in comprehensive and project planning activities.**
3.  **Leverage City resources and advocate at the state and federal levels for community development policy initiatives and funding - particularly CDBG, HOME, and infrastructure/transit support.**
4.  **Provide administrative and operational support for CDD, focusing on performance management and professional development. Provide meaningful learning experiences to interns and youth program participants as they provide essential additional capacity.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,502,335	\$1,616,120	\$2,202,560
OTHER ORDINARY MAINTENANCE	\$102,830	\$205,280	\$205,415
TRAVEL & TRAINING	\$34,855	\$48,570	\$51,320
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$46,330
TOTAL BUDGETED EXPENDITURES	\$1,640,020	\$1,869,970	\$2,505,625
FULL-TIME BUDGETED EMPLOYEES	11	11	15

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, and parks and open space.

The Division led the first phase of the Envision Cambridge process to develop a comprehensive vision of the city's future. In FY18, the Division will bring this planning discussion to the community by facilitating the Envision Cambridge Advisory Committee, focus groups, and events throughout Cambridge. The Division also supports the Planning Board as it reviews significant special permit cases, including projects that will bring more than 1,000 units of much needed student, market, and affordable housing to the Kendall Square area. The Division will expand its work with the community and the Planning Board on a range of projects, including urban design and public realm criteria used for a variety of City projects such as the Volpe site.



A core component of the Division's work is the redesign and renovation of school playgrounds to create options for creative play and provide opportunities for community engagement.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Coordinate with residents, businesses, and other affected parties to conduct planning initiatives addressing zoning, urban design, sustainability, housing, economic development, retail mix, and open space.
- 
2. Work with the Planning Board to review public and private developments and master plans to ensure high quality urban design and sustainability.
- 
3. Provide park and open space planning, design, and construction supervision services for City parks and other open space initiatives.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Advance citywide Envision Cambridge planning process to establish a shared vision for the city's future (% complete)	25%	65%	85%
2	Number of projects undergoing urban design review	40	42	42
3	Number of open space projects in design or construction phase	11	8	8

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,535,905	\$1,596,225	\$1,612,330
OTHER ORDINARY MAINTENANCE	\$217,180	\$242,135	\$290,400
TRAVEL & TRAINING	\$525	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,753,610	\$1,838,885	\$1,903,255
FULL-TIME BUDGETED EMPLOYEES	12	13	13

COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT





MISSION & SERVICES

The Economic Development Division (EDD) works to provide a robust, sustainable, entrepreneurial, and diverse economy with an educated and employed workforce. The Division also strives to attract and retain large businesses in the life sciences and technology sectors. In FY17, EDD launched the Small Business Challenge pilot, which encourages shared neighborhood goals around improved design, promotion, and business resilience in a commercial area. In FY18, EDD will implement recommendations from the Retail Strategy Plan to support and enhance the retail environment in Cambridge. The Division also anticipates invigorating the City's food truck program, with pilot areas identified to support food entrepreneurs.



EDD's Storefront Improvement Program was named a Semifinalist for the Harvard Kennedy School Ash Center's 2017 Innovations in Government Award.

FY18 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, maintain a supportive business climate, and strengthen mutually beneficial partnerships with businesses and institutions.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number attending small business workshops and receiving startup, expansion, relocation, or business development assistance	255	250	255
1	Businesses that receive façade, signage and lighting, and storefront accessibility improvements	14	22	16
1	Small businesses assisted through the Small Business Enhancement Program and Retail Interior Accessibility Program	24	35	24
1	Local business associations and neighborhood groups that receive technical assistance to develop community events and programming in commercial districts	15	15	15

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$403,445	\$370,385	\$378,415
OTHER ORDINARY MAINTENANCE	\$10,620	\$89,850	\$122,350
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$414,065	\$460,235	\$500,765
FULL-TIME BUDGETED EMPLOYEES	3	3	3

CDD - ENVIRONMENTAL AND TRANSPORTATION PLANNING

MISSION & SERVICES

The Environmental and Transportation Planning Division promotes livability and addresses climate change by developing policies, programs, and projects to increase walking, biking, and transit trips; supporting community health through sustainable 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 local businesses, institutions, and residents to encourage sustainability and economic vitality in neighborhoods and commercial districts.



The Safe Routes to School program seeks to increase the number of children who walk or bike to and from school and improve their safety while doing so.

Transportation: In FY18, the Division will focus on roadway safety through cross-departmental implementation of Vision Zero, in collaboration with community organizations and other agencies. Related efforts include complete streets planning and reducing traffic impacts from development projects. The Division guides the work towards a long-range mobility strategy for Cambridge through the Envision Cambridge planning process. The Division also handles the Parking and Transportation Demand Management (PTDM) Ordinance, a national model for improving mobility and access for residents and visitors, reducing traffic and greenhouse gas emissions, and increasing safety precautions.

The Division supports sustainable commuting through bicycle workshops and educating Cambridge youth. In FY18, the Safe Routes to School Pedestrian and Bicycle Safety Unit will be extended to all elementary schools. The Division also supports the City's participation in the Hubway bike share system, which provides residents with a convenient and affordable commuting option year-round. In 2017, the system grew to include 48 solar-powered stations in Cambridge.






Climate & Energy: Efforts continue to encourage active living and reduction of greenhouse gas emissions from transportation through transit service improvements, advancing the Grand Junction greenway project, and developing a net zero carbon emissions transportation strategy. The Division also engages in local and regional transportation infrastructure improvements that promote quality of life, access, and improved air quality. The Building Energy Use Disclosure Ordinance provides a foundation for many of the Division's sustainability initiatives, including the Net Zero Action Plan (NZAP) and the Low Carbon Energy Supply Study (LCESS). The Division will implement NZAP and LCESS outreach strategies in FY18 to engage the community in the City's efforts to eliminate carbon emissions from building operations by 2050. The progress of these initiatives will be reflected in a new web-based Sustainability Dashboard, with updates available to the public.

In FY18, the Division will continue to prioritize climate change mitigation and preparedness efforts, including 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 oversees several programs that help residents save money and energy, including a Cambridge Energy Alliance lightbulb swap campaign to encourage the use of LED bulbs and implement clean energy tactics, a pilot project that provided over 1,800 Cambridge multifamily households with energy management tools in

FY17, and the Multifamily Heating Tune-Up program, which helps residents and landlords save money on gas bills by implementing energy efficient techniques in their buildings. Sunny Cambridge continues to help residents acquire solar power.

In FY18, the Division will also complete a climate change preparedness plan and continue to advance initiatives through engagement with the Kendall Square EcoDistrict, the Cambridge Compact for a Sustainable Future, and the Metro Mayors Climate Smart regional coalition.

FY18 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 and implement planning strategies, policies, and programs to address barriers to greenhouse gas emission reductions.**
-  4. **Develop and propose preparedness strategies to make Cambridge anticipate and become more resilient to climate change impacts, based on vulnerability assessments.**
-  5. **Engage and inspire community members to provide input and, over time, to change behaviors to advance Cambridge's transportation and climate priorities.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Projects that support and enhance conditions for bicycling, walking, and use of public transportation, such as public bike rack installations and traffic calming	10	9	10
1	Cumulative number of students trained in the Safe Routes to School Initiative (all grades)	387	900	1,875
2	Local/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	10	10	13
2	PTDM plans and special permits reviewed and/or monitored for compliance	58	70	64
2	Initiatives to reduce City employee vehicle trips	10	12	12
3	Initiatives to reduce total fossil fuel energy use in buildings and vehicles	5	11	13
3	Initiatives to increase the portion of our total energy use supplied by renewables	5	5	7
4	Progress towards completing climate change preparedness plans	10%	50%	100%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,354,395	\$1,475,540	\$1,596,060
OTHER ORDINARY MAINTENANCE	\$963,275	\$1,736,355	\$873,925
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,317,670	\$3,211,895	\$2,469,985
FULL-TIME BUDGETED EMPLOYEES	10	12	13

COMMUNITY DEVELOPMENT - HOUSING




MISSION & SERVICES

The Housing Division addresses the housing needs of low, moderate, and middle-income residents through initiatives that create and preserve affordable housing, especially for families with children. The Division offers affordable rental and ownership housing opportunities to residents. It also provides education and counseling services to homebuyers and offers low interest and deferred financing to help owners make necessary home repairs and maintain affordable rents. In FY18, the Division will work to preserve affordable housing subject to expiring affordability restrictions and implement recently adopted changes in the Inclusionary Housing provisions to create new affordable homes. The Division will also implement digital tools to provide community members with access to online inclusionary rental housing information. Efforts will also continue to create affordable housing in Cambridge Highlands and Porter Square with City funds.



The completion of Port Landing in FY17 added 20 affordable rental units near Kendall Square.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Increase and preserve the supply of affordable housing in the city.**
-  2. **Provide access to rental housing and assistance: 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. **Offer first-time homebuyer education and counseling, offer affordable homes and financial assistance to buyers, and offer rehabilitation assistance and financing to homeowners.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	New rental units under development and existing units preserved as affordable housing with City financing	104	100	100
1	New affordable homeownership units under development with City financing and older homes rehabilitated for new buyers	11	14	15
1	New affordable inclusionary housing units approved	98	75	100
2	New households provided with affordable rental housing through CDD	198	100	100
3	New households purchasing affordable homes through CDD	10	10	15

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,227,160	\$1,250,920	\$1,299,915
OTHER ORDINARY MAINTENANCE	\$63,945	\$58,600	\$84,100
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,291,105	\$1,309,520	\$1,384,015
FULL-TIME BUDGETED EMPLOYEES	9	10	10

DEBT SERVICE

DEPARTMENT OVERVIEW

Debt Service payments cover a wide variety of projects, including sewer reconstruction, street and sidewalk improvements, open space and recreational facility improvements, and renovations to various public buildings, including the Dr. Martin Luther King, Jr. Elementary School and Putnam Avenue Upper School, King Open and Cambridge Street Upper Schools & Community Complex, Cambridge Rindge and Latin School, Main Library, and Public Safety Facility.

The following expenditures are included in the FY18 Debt Service budget:

- **Maturing Bonded Debt (\$47,132,370):** 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 Clean Water 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.
- **Interest on Bonds (\$14,808,340):** 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.
- **Bond Sale Fees (\$500,000):** 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.

From February 17-23, 2017, the City held its first minibond sale in which Cambridge residents could purchase up to 20 minibonds at \$1,000/minibond for a total possible investment of \$20,000. The \$2,000,000 in minibonds sold out in six days. 244 residents submitted orders (230 were fulfilled), with a median submitted order of \$5,000 and an average submitted order of \$8,586. The true interest cost of the 2017 minibonds is 1.6% and the bonds will mature in five years in 2022.



On March 1, 2017, the City issued \$56,545,000 in bonds to raise the remaining funds needed for planned capital improvements. The true interest cost of these bonds is 2.3% and most of the bonds will mature in 10 years in 2027. In accordance with the Massachusetts Municipal Modernization Act of 2016, the \$7,590,836 premium that the City received on these bonds will be used to offset bond issuance costs, with the remainder offsetting the cost of the projects.

The \$58,545,000 raised from the 2017 bond sales will support the following capital projects:

- Sewer reconstruction (\$21,045,000)
- School building renovations (King Open and Cambridge Street Upper Schools & Community Complex) (\$19,875,000)
- Comprehensive Facilities Improvement Plan (\$4,670,000)
- Harvard Square surface improvements (\$3,270,000)
- Building renovations/energy improvements (\$2,340,000)
- School building roof repairs (\$2,335,000)
- Kennedy School roof repairs (\$2,050,000)
- Street/sidewalk reconstruction (\$1,870,000)
- School boiler maintenance (\$470,000)
- Cambridge Common improvements (\$470,000)
- Police Station elevator repairs (\$150,000)

In conjunction with these bond sales, the City received the highest credit rating (AAA) awarded by the three major credit rating agencies: Moody's Investors Service, S&P Global Ratings, and Fitch Ratings. Cambridge is one of approximately 36 cities nationally to receive the highest rating from all three agencies.

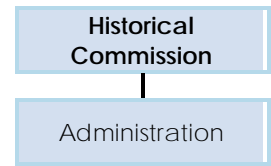
DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$18,395,915	\$20,514,750	\$22,919,460
INTERGOVERNMENTAL REVENUE	\$1,746,670	\$1,679,240	\$1,599,105
MISCELLANEOUS REVENUE	\$1,300,000	\$1,700,000	\$2,000,000
TAXES	\$33,244,640	\$34,202,305	\$35,922,145
TOTAL BUDGETED REVENUE	\$54,687,225	\$58,096,295	\$62,440,710
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$300,795	\$420,000	\$500,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$54,513,330	\$57,932,670	\$61,940,710
TOTAL BUDGETED EXPENDITURES	\$54,814,125	\$58,352,670	\$62,440,710
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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. Four volunteer commissions meet monthly to review proposed exterior changes to designated properties. Under the citywide Demolition Delay Ordinance, which is applicable to all buildings 50+ years old, projects may be delayed while preservation opportunities are explored. CHC staff investigate additions to the designated properties list through public engagement, planning, and studies. Property owners, architects, and local institutions consult with CHC staff for technical advice on preservation issues, appropriate building practices, and historic paint colors.



The CHC promotes the preservation and restoration of significant historic properties through administration of grants funded by the Community Preservation Act (CPA). These grants benefit City-owned buildings and landscapes, as well as properties owned by affordable housing agencies, income-eligible homeowners, and nonprofit organizations. The CHC’s annual Preservation Awards Program honors outstanding local projects and their owners, architects, and craftspeople.

The CHC maintains a dynamic public archive focusing on the architectural and social history of Cambridge. An architectural inventory documents all 13,000+ buildings in the city; collections include atlases, photographs, manuscripts, and ephemera. To increase public accessibility, the CHC Archivist is developing a collections database, cataloguing the research library, and initiating a long-term digitization project. The CHC publishes award-winning architectural studies and neighborhood oral histories. Staff offer programs and tours to local school and community groups and plan and participate in annual citywide events, such as Cambridge 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
MISCELLANEOUS REVENUE	\$4,995	\$10,000	\$4,000
TAXES	\$650,580	\$633,490	\$649,830
TOTAL BUDGETED REVENUE	\$655,575	\$643,490	\$653,830
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$594,200	\$622,025	\$615,880
OTHER ORDINARY MAINTENANCE	\$34,410	\$36,560	\$36,750
TRAVEL & TRAINING	\$800	\$800	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$629,410	\$659,385	\$653,830
FULL-TIME BUDGETED EMPLOYEES	5	5	5

HISTORICAL COMMISSION - ADMINISTRATION

MISSION & SERVICES

The City's historic preservation agency is committed to preserving the integrity and diversity of Cambridge's built environment and to sharing information about its history. CHC 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 City-owned historic sites and monuments.

The CHC's public archive highlights the city's architectural and social history and is open to researchers by appointment. The CHC offers a variety of learning opportunities for residents and visitors of all ages through its publications, history talks and walks, historic site markers, and website.



The CHC's newest publication explores the buildings and history of the neighborhood that grew up around the original settlement of Newtowne, founded as the capital of Massachusetts Bay in 1630, and Harvard College, established in 1636.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Protect significant buildings and neighborhoods throughout the city through community education, regulatory review and designation, and CPA-funded grants for eligible properties.**
2. **Administer historic and neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review.**
3. **Enhance public access to CHC archive by developing a collections database, posting online research aids, cataloguing the research library, and initiating a long-term digitization project.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Total number of applications reviewed by staff	547	565	560
2	Number requiring public hearing	84	102	100
3	Digitization: prepare metadata and begin scanning of high priority collections	0%	40%	60%
3	Catalogue the research library; create CHC searchable collections database	0%	50%	90%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$594,200	\$622,025	\$615,880
OTHER ORDINARY MAINTENANCE	\$34,410	\$36,560	\$36,750
TRAVEL & TRAINING	\$800	\$800	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$629,410	\$659,385	\$653,830
FULL-TIME BUDGETED EMPLOYEES	5	5	5

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 – actively builds connections and strengthens 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, Emergency Communications, 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 to promote community healing and to support victims, community members, and first responders.
- Providing staff support to the Citizens' Committee on Civic Unity in its work to foster fairness, equity, unity, appreciation, and mutual understanding among all people in Cambridge.
- Initiating and supporting Cambridge's Sister City relationships, including the existing relationships with Yerevan, Armenia and San José Las Flores, El Salvador; the development of a relationship with Les Cayes, Haiti; and a potential relationship with Reykjavik, Iceland.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$23,450	\$23,450	\$23,450
TAXES	\$128,060	\$131,240	\$135,510
TOTAL BUDGETED REVENUE	\$151,510	\$154,690	\$158,960
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$139,890	\$145,505	\$146,785
OTHER ORDINARY MAINTENANCE	\$4,245	\$9,325	\$9,325
TRAVEL & TRAINING	\$1,825	\$2,850	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$145,960	\$157,680	\$158,960
FULL-TIME BUDGETED EMPLOYEES	1	1	1





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.

In addition, the Commission works with the School Department to support conflict resolution efforts, provide guidance for young people as they engage in activism on issues of social concern, and respond to social and political events that have an impact on students and learning communities. The Commission also organizes public programs and events, including annual commemorations of Dr. Martin Luther King, Jr. and the Holocaust.

FY18 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. Formalize the City's relationship with Les Cayes, Haiti.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Cross-sector collaborations and events with City departments, community and nonprofit organizations, and faith communities	16	16	16
3	Participants at community and recognition events and public commemorations	1,610	1,600	1,650
4	Public forums and educational events on issues of local and global concern, including Cambridge's Sister Cities	32	30	32

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$139,890	\$145,505	\$146,785
OTHER ORDINARY MAINTENANCE	\$4,245	\$9,325	\$9,325
TRAVEL & TRAINING	\$1,825	\$2,850	\$2,850
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$145,960	\$157,680	\$158,960
FULL-TIME BUDGETED EMPLOYEES	1	1	1

PUBLIC WORKS

DEPARTMENT OVERVIEW

The mission of the Department of Public Works is to:

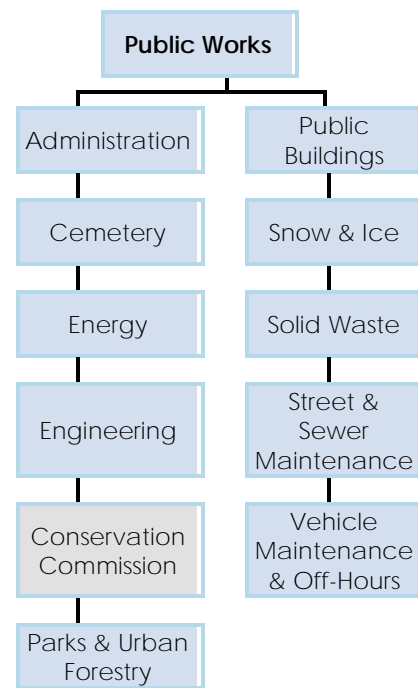
1. Provide dependable, high quality services;
2. Develop a safe, healthy, livable environment;
3. Engage the community and provide excellent customer service; and
4. Plan for a sustainable future.

In evaluating the Department's success in providing dependable, high quality services, the 2016 Cambridge Citizen Telephone Survey provides some helpful metrics. Public Works services received the following percentages of "excellent" or "good" ratings from respondents to this survey: garbage collection (93%), recycling (90%), park maintenance (79%), street maintenance and cleanliness (63%), snow plowing (67%), and sidewalk maintenance (55%). This data has helped inform the FY18 Public Works budget planning process to support the continued delivery of excellent community services.

Actions to develop a safe, healthy, livable environment focus in large part on major infrastructure improvements related to water quality, flood reduction, increasing safe options for all modes of travel (particularly for pedestrians and cyclists), and leveraging opportunities to expand the urban forest. Of particular note, in FY17 the Department:

- Achieved significant milestones related to street and sidewalk improvements in the Alewife Sewer Separation Program area, including 100% completion in the Huron A area, 70% completion in the Huron B area, and 85% in the Concord Avenue area. These surface improvements follow last fiscal year's completion of all sewer separation work and include newly paved streets, 15 miles of accessible sidewalks, over 150 pedestrian ramps, a new artist-designed bike and pedestrian path connecting Danehy Park and the Tobin School along Fern Street, buffered bike lanes on Huron Avenue, and over 300 additional street trees.
- Initiated planning and community discussions about The Port Infrastructure Program. Over the next five years, the City will spend over \$35 million on sewer, drainage, water, street, and sidewalk improvements in The Port. This work includes constructing two underground stormwater storage tanks to significantly reduce the frequency and severity of flooding.

Public Works continues to engage the community and provide excellent customer service both in person and online, particularly around public construction, urban forestry, and solid waste reduction. This effort included sponsoring over 40 public meetings and events and resolving nearly 10,000 requests via Commonwealth Connect.



As the Department works to plan for a sustainable future, key elements include:

- Developing a Zero Waste Master Plan to guide City recycling, compost, and trash programs to help Cambridge reach its goal of reducing trash by 30% by 2020 and 80% by 2050, with 2008 as the baseline. As of 2016, Cambridge had reduced its weekly household trash by 23% since 2008.
- Implementing a Clean Fleet initiative in support of the Metro Mayors Climate Commitment to become carbon neutral by 2050. This initiative provides an opportunity to bring the City fleet toward a more systematic and long-term asset management approach, collecting data and developing a roadmap to feasible 2030 greenhouse gas emission performance targets.
- Developing a Municipal Facilities Improvement Plan that utilizes whole building thinking to define a detailed capital plan to ensure high performance City buildings. High performance buildings are low carbon, energy efficient structures that feature comfortable and healthy indoor environments, climate resiliency, ease of maintenance, and responsiveness to the needs and priorities of the larger community they serve.

In FY18, Public Works will continue to deliver high quality services to residents and support the City's infrastructure through comprehensive planning, scheduled maintenance, and emergency response. The Department will also hire a senior level staff person to support the Urban Forestry Division and will add four new positions to the curbside organics team to support citywide expansion of curbside compost collection.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$6,775,900	\$6,838,230	\$6,764,715
FINES & FORFEITS	\$1,058,195	\$1,058,195	\$1,058,195
INTERGOVERNMENTAL REVENUE	\$1,316,060	\$1,316,060	\$1,316,060
LICENSES & PERMITS	\$1,036,410	\$856,500	\$554,000
MISCELLANEOUS REVENUE	\$236,280	\$566,960	\$1,036,195
TAXES	\$25,628,680	\$27,279,435	\$29,115,430
TOTAL BUDGETED REVENUE	\$36,051,525	\$37,915,380	\$39,844,595
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$22,620,775	\$24,319,840	\$25,084,895
OTHER ORDINARY MAINTENANCE	\$12,734,180	\$14,846,705	\$14,028,770
TRAVEL & TRAINING	\$892,650	\$549,730	\$130,930
EXTRAORDINARY EXPENDITURES	\$625,000	\$600,000	\$600,000
TOTAL BUDGETED EXPENDITURES	\$36,872,605	\$40,316,275	\$39,844,595
FULL-TIME BUDGETED EMPLOYEES	216	222	228

PUBLIC WORKS - ADMINISTRATION

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, safety, training and career development, budgeting, fiscal administration, payroll, community relations, customer service, and information systems. The Administration Division continually re-evaluates business practices and operations to ensure that Public Works maximizes service delivery and customer service while minimizing costs.



Public Works sponsored over 40 public meetings and other gatherings during FY17.

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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Provide excellent customer service, public information, and responses to requests and complaints in a timely manner. Work toward continual improvement in these areas through better business practices and use of technology.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,931,805	\$2,055,150	\$2,110,660
OTHER ORDINARY MAINTENANCE	\$178,320	\$336,020	\$307,820
TRAVEL & TRAINING	\$875,735	\$529,140	\$117,140
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,985,860	\$2,920,310	\$2,535,620
FULL-TIME BUDGETED EMPLOYEES	16	16	16

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, landscaping, and the 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 not requiring cement vaults for burials.



Cambridge Cemetery.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. Provide high quality gravesite preparation and continue to improve cemetery maintenance and services.
- 
 2. Continue implementation of the beautification program throughout the Cambridge Cemetery and maintain the landscape.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,056,630	\$1,082,720	\$1,027,110
OTHER ORDINARY MAINTENANCE	\$34,605	\$35,225	\$35,225
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,091,235	\$1,117,945	\$1,062,335
FULL-TIME BUDGETED EMPLOYEES	10	10	10

PUBLIC WORKS - ENERGY

MISSION & SERVICES

The Public Works Energy program supports the City's energy, 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, which helped the City achieve its 20% Massachusetts Green Communities energy reduction goal from a 2008 baseline. Work continues in order to develop and achieve greenhouse gas emission reduction targets for 2020, 2030, and beyond.
- Collaborating with other City departments to identify best practices for resource-efficient and climate-resilient municipal operations.
- Sharing sustainability efforts, successes, and challenges in a transparent fashion, including providing Building and Energy Use Disclosure Ordinance reporting for municipal facilities.



Energy reduction projects include comprehensive evaluations of building envelope to support efficiency projects.

Public Works pays utility and fuel expenses for 100 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. Public Works also serves as a lead sponsor of Team GreenSense, the Mayor's Summer Youth Employment Program education/work program on sustainability for high school students.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Continue to lead by example and implement energy efficiency improvements at municipal and school facilities.**
2. **Continue to explore advanced energy and sustainability analytics and serve as a sustainability leader for the larger community.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Develop 2030 greenhouse gas emissions reduction target for municipal operations from a 2008 baseline	0%	33%	67%
2	Meet 2020 goal of generating 5% of municipal energy use from onsite renewable sources (percent of energy generated by onsite renewables)	2.5%	3.0%	3.3%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$1,515,480	\$1,727,560	\$2,323,430
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,515,480	\$1,727,560	\$2,323,430
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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 FY17, the sewer and stormwater management program included management of a \$141 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 service.

The Engineering Division also managed a \$33 million Five-Year Public Investment Plan for street and sidewalk improvements during FY17. This plan includes locations in the planning, design, or construction phase and is updated annually in coordination with the Commission for Persons with Disabilities, and the Pedestrian, Transit, and Bike Committees. The City is committed to the Complete Streets Program through which streets are designed for all users, with a particular focus on improving amenities for cyclists and pedestrians.



The Engineering Division manages planning, design, and construction of roadway improvement projects.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue to implement a comprehensive stormwater management program to improve service levels in the community and 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 accessibility for persons with disabilities and safety for vehicles, cyclists, and pedestrians.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,161,640	\$2,349,950	\$2,457,475
OTHER ORDINARY MAINTENANCE	\$255,300	\$297,985	\$370,685
TRAVEL & TRAINING	\$15,545	\$19,690	\$11,690
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,432,485	\$2,667,625	\$2,839,850
FULL-TIME BUDGETED EMPLOYEES	18	19	19

PUBLIC WORKS - CONSERVATION COMMISSION

MISSION & SERVICES

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 (MWWPA) and Stormwater Management Policy, and to enhance the city's open spaces.



The Conservation Commission oversees the City's 14 community gardens.

The Conservation Director works with the seven-member volunteer Commission to fulfill the statutory requirements of the MWWPA, which include conducting public hearings to review, permit, and maintain compliance of projects in and around Cambridge's wetlands, floodplains, and water bodies. The 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 Subcommittee, the Food and Fitness Policy Council, and the Urban Agriculture Task Force.

In addition, the Director manages the Community Garden Program, overseeing 14 active gardens serving approximately 535 residents across Cambridge. The Director also coordinates a free Urban Gardening Seminar Series with the New England Wildflower Society at the Main Library for residents interested in taking their urban gardening skills to the next level. Over 300 attendees have participated in this series.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.**
2. **Administer and enhance the Community Garden Program.**
3. **Promote open space stewardship through education and outreach.**
4. **Create a webpage that locates and describes permitted projects.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$111,845	\$135,965	\$140,575
OTHER ORDINARY MAINTENANCE	\$35	\$1,000	\$1,000
TRAVEL & TRAINING	\$690	\$900	\$900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$112,570	\$137,865	\$142,475
FULL-TIME BUDGETED EMPLOYEES	1	1	1

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 businesses and community groups to maintain beautification programs in many city squares. The Division also works closely with CDD, the Commission for Persons with Disabilities, the Recreation Division of Human Services, and the volunteer Committee on Public Planting.

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 24th consecutive year, as well as its more prestigious Growth Award for the 9th consecutive year. In FY18, the Division will hire a new senior staff person to support urban forestry initiatives.



The Urban Forestry Division maintains a healthy tree canopy through scheduled pruning.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Net increase of total trees after planting and removal	132	659	350

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$3,704,265	\$3,974,205	\$4,137,520
OTHER ORDINARY MAINTENANCE	\$1,889,295	\$2,206,025	\$2,223,145
TRAVEL & TRAINING	\$680	\$0	\$700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,594,240	\$6,180,230	\$6,361,365
FULL-TIME BUDGETED EMPLOYEES	38	38	39

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 staff support approximately 75 public events annually by setting up staging and a public address system and fabricating temporary and permanent signage.

Public Buildings is responsible for all aspects of construction, renovation, and significant maintenance to City buildings. The Division manages an ongoing Systems Renewal Plan for heating, ventilation, and air conditioning (HVAC) systems and for the development and implementation of the integrated, multi-year Municipal Facilities Improvement Plan.



Public Works upgraded HVAC equipment on the Citywide Senior Center roof this year.

FY18 OBJECTIVES & PERFORMANCE MEASURES



1. **Implement a comprehensive capital improvement program for City buildings that addresses a range of needs, including mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability, and accessibility.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$3,825,720	\$4,077,395	\$4,235,670
OTHER ORDINARY MAINTENANCE	\$1,486,275	\$1,658,725	\$1,570,725
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,311,995	\$5,736,120	\$5,806,395
FULL-TIME BUDGETED EMPLOYEES	40	41	42

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 and works with the Traffic, Parking & Transportation Department to investigate complaints and issue citations for sidewalks that have not been cleared.



Public Works salting and plowing operations cover 125 miles of roadway.

Public Works continues to increase the scope of its snow operations to include more snow clearing of pedestrian areas, bus stops, and crosswalks; removing snow from high priority locations; and creating access for cyclists during the winter months. 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 social media. The Department also acts as a community resource during and after storms by providing 24-hour phone coverage and opportunities to report uncleared sidewalks via a hotline, the website, and the Commonwealth Connect mobile application.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$297,770	\$605,000	\$192,755
OTHER ORDINARY MAINTENANCE	\$967,105	\$2,085,000	\$179,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,264,875	\$2,690,000	\$371,755
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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. The program expanded to include the entire Monday collection route in October 2015. In FY18, Public Works plans to expand the program citywide and will hire four new employees to support this effort.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Reduce residential trash by 30% by 2020 and by 80% by 2050 (from 2008 baseline year). 2020 target is 16 pounds of trash per household per week.**
- 2. **Reduce solid waste through curbside collection of food scraps for 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Average pounds of trash per household per week	18	18	17

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$4,910,965	\$5,340,420	\$6,038,245
OTHER ORDINARY MAINTENANCE	\$4,643,650	\$4,679,490	\$5,239,280
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$9,554,615	\$10,019,910	\$11,277,525
FULL-TIME BUDGETED EMPLOYEES	50	54	58

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 pipelines, more than 4,500 catch basins, 84 sewer and stormwater pumps, and 11 generators.

The Division's preventive sewer maintenance program includes cleaning approximately 2,000 catch basins annually, routine inspection and flushing of 75 problem pipe lines, and working with food establishments to limit the adverse effects of grease on sewer lines. All of these activities help 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.



Public Works maintains 244 miles of sewer and stormwater pipelines.

Street and Sewer Maintenance permits over 2,000 private and institutional construction projects impacting the public way (including sidewalks and ramps, streets, sewer connections, drainage structures, and cranes) each year, and conducts all associated inspections with these permits. The Division also permits and inspects business sidewalk use (including news racks, A-frame signs, and outdoor dining), consults with contractors and utility companies, and provides technical assistance to homeowners.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to improve preventative maintenance and rapid response programs associated with sidewalks and streets and with sewer and stormwater systems.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of pothole repairs completed	n/a	1,200	1,100
1	Percent of pothole repairs completed within one week (Note: All data managed using Commonwealth Connect application, initiated in mid-FY16.)	n/a	80%	85%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,663,215	\$2,800,950	\$2,880,540
OTHER ORDINARY MAINTENANCE	\$1,206,360	\$1,249,675	\$1,259,875
TRAVEL & TRAINING	\$0	\$0	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,869,575	\$4,050,625	\$4,140,915
FULL-TIME BUDGETED EMPLOYEES	26	26	26

PUBLIC WORKS - VEHICLE MAINTENANCE & OFF-HOURS

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.



Public Works maintains over 300 City-owned vehicles and pieces of equipment.

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, that minimizes emissions of conventional air pollutants and greenhouse gases, and that incorporates alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible.

Vehicle Maintenance has reduced toxic materials, 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 Police and Fire Departments to respond to crashes and other emergencies.

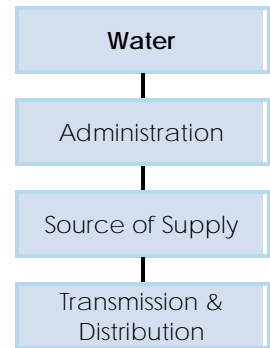
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,956,920	\$1,898,085	\$1,864,345
OTHER ORDINARY MAINTENANCE	\$557,755	\$570,000	\$518,585
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$625,000	\$600,000	\$600,000
TOTAL BUDGETED EXPENDITURES	\$3,139,675	\$3,068,085	\$2,982,930
FULL-TIME BUDGETED EMPLOYEES	17	17	17

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 citizen members who are appointed by the City Manager and who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department.



The Department is regulated by federal and state drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. 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 Massachusetts Water Resource Authority (MWRA) interconnects. CWD continues to implement its long-term capital strategic plan to maintain the integrity and functionality of the city's water system.

In October 2016, due to extreme drought conditions in Massachusetts, the City appropriated \$3.6 million from the Water Fund Fund Balance to purchase water from the MWRA to ensure an adequate supply of water to meet the needs of residents, businesses, and universities. FY17 projections reflect only using \$1.6 million of that total amount. CWD continues to carefully monitor the city's water supply system and implement water conservation efforts.

CWD continues to improve customer relations through the development of educational programs, such as the annual Fresh Pond Day celebration. Department staff conduct monthly tours, allowing the public to see the treatment plant and learn about the water treatment process. The Department also offers a wide array of programs encouraging the public to visit and learn about Fresh Pond Reservation.

DEPARTMENT FINANCIAL OVERVIEW







FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$16,311,655	\$17,682,195	\$13,973,850
TOTAL BUDGETED REVENUE	\$16,311,655	\$17,682,195	\$13,973,850
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$6,727,980	\$6,823,210	\$7,104,965
OTHER ORDINARY MAINTENANCE	\$3,680,845	\$5,339,375	\$3,982,800
TRAVEL & TRAINING	\$58,750	\$68,780	\$86,580
EXTRAORDINARY EXPENDITURES	\$3,029,585	\$2,920,505	\$2,799,505
TOTAL BUDGETED EXPENDITURES	\$13,497,160	\$15,151,870	\$13,973,850
FULL-TIME BUDGETED EMPLOYEES	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 CWD. 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 within the Division provides technical services to the Department, plans and oversees capital improvements, maintains maps/records, and coordinates water projects with other City departments.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue the implementation of an online meter reading system to allow customers to monitor their usage activity and consumption.
-  2. Improve metering and meter reading efficiency by replacing older meters and meter transmitter units. Improve customer service via CWD webpage and social media to ensure timely notification of high read situations for account owners.
-  3. Improve customer relations through public education programs, including routine webpage updates, social media, tours, open houses, and school and community activities.
-  4. Maintain the cross connection program in order to protect public health by performing 100% of the Department of Environmental Protection (DEP) requirements.
-  5. 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.
-  6. Increase public awareness and education of indoor and outdoor water conservation practices through social media, webpage updates, information workshops, pamphlets, and conservation reminders on water bills.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
4	Number of back flow devices tested	7,656	7,600	7,600
6	Number public outreach water conservation sessions held	n/a	1	4

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,485,205	\$1,525,915	\$1,508,915
OTHER ORDINARY MAINTENANCE	\$339,425	\$400,355	\$413,355
TRAVEL & TRAINING	\$58,750	\$68,780	\$86,580
EXTRAORDINARY EXPENDITURES	\$2,866,505	\$2,745,505	\$2,624,505
TOTAL BUDGETED EXPENDITURES	\$4,749,885	\$4,740,555	\$4,633,355
FULL-TIME BUDGETED EMPLOYEES	11	11	11

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, conducts environmental and raw water quality monitoring, and works with all stakeholders in the watersheds to ensure long-term protection of the city’s drinking water supply. The Watershed team also manages the grounds at Fresh Pond Reservation (Cambridge’s largest open space) and at the up-country reservoirs, and implements Fresh Pond Master Plan recommendations.



Fresh Pond.

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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continue to implement and update Watershed Protection Plans to protect the city's source water supply.**
-  2. **Continue to develop and implement best practices for watershed communities and businesses.**
-  3. **Manage watershed and reservoir infrastructure to ensure safe and continuous delivery of water to the treatment facility.**
-  4. **Perform 100% of the required DEP analytical testing.**
-  5. **Continue to implement strategies to reduce energy consumption.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,657,905	\$2,713,930	\$2,783,255
OTHER ORDINARY MAINTENANCE	\$2,984,780	\$4,513,505	\$3,136,930
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,642,685	\$7,227,435	\$5,920,185
FULL-TIME BUDGETED EMPLOYEES	21	21	21

WATER - TRANSMISSION & DISTRIBUTION





MISSION & SERVICES

The Transmission & 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 Cambridge.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
2	Number of fire hydrants replaced	66	60	50

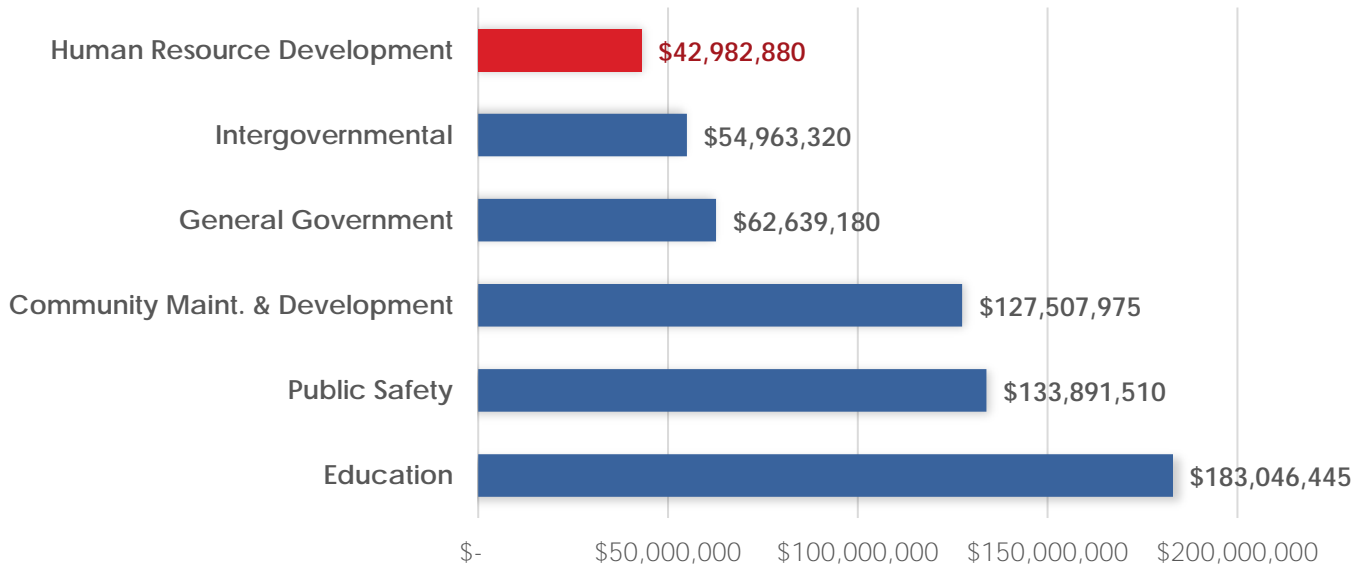
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,584,870	\$2,583,365	\$2,812,795
OTHER ORDINARY MAINTENANCE	\$356,640	\$425,515	\$432,515
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$163,080	\$175,000	\$175,000
TOTAL BUDGETED EXPENDITURES	\$3,104,590	\$3,183,880	\$3,420,310
FULL-TIME BUDGETED EMPLOYEES	23	23	23

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HUMAN RESOURCE DEVELOPMENT

FY18 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$605,031,310



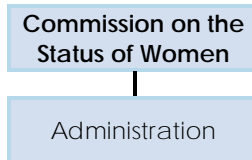
HUMAN RESOURCE DEVELOPMENT

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 PROPOSED
CHARGES FOR SERVICES	\$4,224,760	\$4,326,405	\$3,848,400
FINES & FORFEITS	\$47,460	\$65,000	\$65,000
INTERGOVERNMENTAL REVENUE	\$1,639,585	\$1,582,440	\$1,563,870
MISCELLANEOUS REVENUE	\$0	\$0	\$0
TAXES	\$31,447,460	\$33,864,220	\$37,505,610
TOTAL BUDGETED REVENUE	\$37,359,265	\$39,838,065	\$42,982,880
PROGRAM EXPENDITURES			
COMMISSION ON THE STATUS OF WOMEN	\$245,440	\$257,730	\$261,440
HUMAN RIGHTS COMMISSION	\$257,070	\$268,240	\$450,220
HUMAN SERVICES	\$25,225,480	\$28,041,895	\$30,413,115
LIBRARY	\$9,742,560	\$9,989,460	\$10,742,275
VETERANS' SERVICES	\$1,010,430	\$1,075,100	\$1,115,830
TOTAL BUDGETED EXPENDITURES	\$36,480,980	\$39,632,425	\$42,982,880

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 experiencing homelessness. 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 services for women and girls.

In FY17, the Commission focused on coordinating efforts to connect with historically harder to reach populations of women in Cambridge. The Commission co-sponsored a Know Your Rights workshop for immigrants; facilitated a monthly networking opportunity for women business owners; reached out to faith-based communities on various issues, including domestic violence; served on the Community Engagement Team; led historical walks highlighting local women and community artists; and helped organize efforts in Cambridge around the new Massachusetts pay equity law.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$9,960	\$9,960	\$9,960
TAXES	\$236,465	\$244,005	\$251,480
TOTAL BUDGETED REVENUE	\$246,425	\$253,965	\$261,440
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$235,770	\$247,670	\$250,880
OTHER ORDINARY MAINTENANCE	\$9,510	\$9,535	\$10,035
TRAVEL & TRAINING	\$160	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$245,440	\$257,730	\$261,440
FULL-TIME BUDGETED EMPLOYEES	2	2	2

COMMISSION ON THE STATUS OF WOMEN - ADMINISTRATION





MISSION & SERVICES

CCSW provides residents with citywide programming designed to increase awareness and understanding of key issue areas, including gender-based violence, women's history, women in the workforce, sexual harassment, international women's rights, and women's criminal justice issues. Annual programs include our quarterly *Women&Words!* discussion series, 5th Grade Girls' Sports Day, Promtacular, the Mayor's Girls Only Leadership Development (GOLD) program, the International Women's Day Breakfast, Women's History Month Celebration, Women in Cambridge networking series, and the Vigil for Victims of Domestic Violence.



Girls ride bikes at 5th Grade Girls' Sports Day in Danehy Park.

FY18 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. Coordinate efforts to connect with historically harder to reach populations to better 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Community events sponsored throughout the city to educate and engage citizens around the topic of domestic violence	3	4	4
2	Number of girls recruited for programs	250	260	260
3	Number of forums sponsored, focus groups conducted, outreach, and activities offered to targeted residents	10	10	10
4	Events organized and relevant announcements and information promoted and publicized via website and social media outlets	32	32	32

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$235,770	\$247,670	\$250,880
OTHER ORDINARY MAINTENANCE	\$9,510	\$9,535	\$10,035
TRAVEL & TRAINING	\$160	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$245,440	\$257,730	\$261,440
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN RIGHTS COMMISSION

DEPARTMENT OVERVIEW

Guided by two City ordinances – the Human Rights Ordinance, Chapter 2.76, and the Fair Housing Ordinance, Chapter 14.04 – the Cambridge Human Rights Commission (CHRC) works to protect the civil rights of residents and visitors to the city. It accomplishes this mission 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, CHRC works with its 11 volunteer Commissioners to identify community concerns relating to civil rights and collaborates with many City agencies and community partners to address civil rights concerns and advance civil rights awareness.

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. CHRC's regional partners include metro-Boston Fair Housing agencies, including the Boston Office of Fair Housing and Equity, 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. The Commission also collaborates with state and federal civil rights agencies to advance public understanding about civil rights and changes in civil rights laws, and to address complaints of discrimination.

The Commission on Immigrant Rights and Citizenship (CIRC) was formed in August 2016 and consists of 11 volunteer Commissioners who are themselves immigrants or who work in immigration legal or social service organizations. CIRC is developing a needs assessment of the unmet local needs pertaining to immigrant legal rights and citizenship. Upon completion of the needs assessment, CIRC will develop its priority goals. Funds have been added to the FY18 Budget for an Outreach and Referral Specialist and for translation costs for CIRC outreach and informational materials. Administrative functions for CIRC are performed by CHRC staff.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
TAXES	\$275,140	\$257,270	\$450,220
TOTAL BUDGETED REVENUE	\$275,140	\$257,270	\$450,220
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$254,140	\$264,040	\$394,520
OTHER ORDINARY MAINTENANCE	\$1,765	\$3,000	\$54,500
TRAVEL & TRAINING	\$1,165	\$1,200	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$257,070	\$268,240	\$450,220
FULL-TIME BUDGETED EMPLOYEES	2	2	2





HUMAN RIGHTS COMMISSION - ADMINISTRATION

MISSION & SERVICES

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. CHRC accepts complaints from the U.S. Department of Housing and Urban Development involving housing discrimination alleged to have occurred in Cambridge, and works in collaboration with other City, state, and regional agencies to address civil rights issues. CHRC provides referrals to other agencies, as appropriate, and provides trainings about civil rights laws and remedies.

CIRC is developing a needs assessment through a series of focus groups and individual interviews to identify the priority needs of Cambridge immigrants. CIRC is also collaborating with local and regional nonprofits to provide "Know Your Rights" trainings for immigrants throughout Cambridge.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Increase public awareness of CHRC and CIRC through collaborative efforts in education and outreach between CHRC, CIRC, other City departments, and outside agencies.**
-  2. **Perform mediation as a means to resolve CHRC complaints.**
-  3. **Resolve discrimination cases following investigation.**
-  4. **Assess local unmet needs for immigrant legal and social support services through focus groups, personal interviews, and analysis by CIRC staff and Commissioners.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of CHRC collaborations with City Departments and non-City agencies	74	80	80
1	Number of CIRC collaborations with City Departments and non-City agencies	n/a	15	30
3	CHRC cases completed through investigation to a causal or non-causal closure, including mediation, settlements, and administrative closures	11	12	12
4	Number of focus groups and individual interviews conducted in support of the CIRC needs assessment	n/a	35	10

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$254,140	\$264,040	\$394,520
OTHER ORDINARY MAINTENANCE	\$1,765	\$3,000	\$54,500
TRAVEL & TRAINING	\$1,165	\$1,200	\$1,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$257,070	\$268,240	\$450,220
FULL-TIME BUDGETED EMPLOYEES	2	2	2

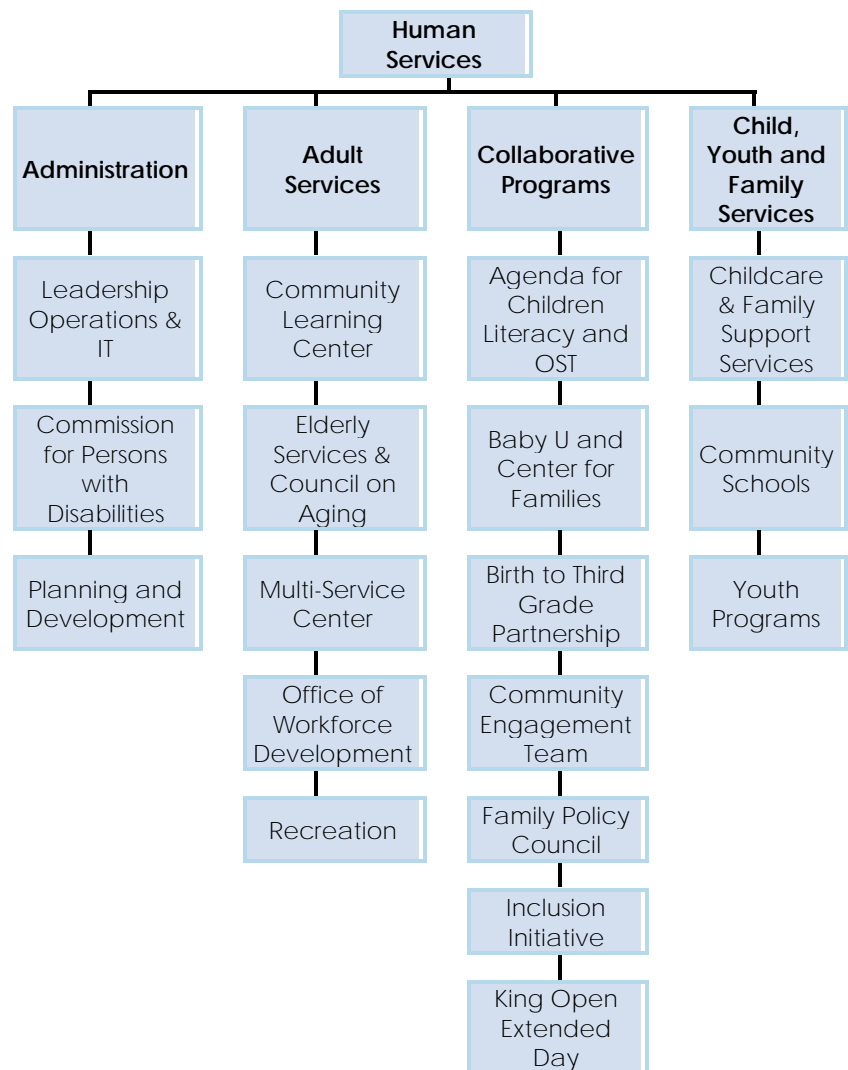
HUMAN SERVICES

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 Childcare and Family Support Services, the Commission for Persons with Disabilities, the Community Learning Center, Community Schools, the Council on Aging, Fuel Assistance, Haitian Services, the Multi-Service Center, Recreation, Workforce Development, and Youth Centers. 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 linguistic minority communities.

The FY18 Budget includes three new Program Director positions for the Community Schools to support the programs with the highest need for additional staff. It also includes funds to support the development of an overnight winter warming center to provide a safe place for homeless individuals in Cambridge who are not currently being served in the shelter system. The Department continues to support the Mayor's Girls Only Leadership Development Program for 8th grade girls. In addition, DHSP has launched its own internal race and equity process to understand the impact that race has on the Department and to work at



both the individual and the system level to enhance efforts toward racial equity. Funding is included in the FY18 Budget to continue this work.

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 U.S. Department of Housing and Urban Development (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 has established a STEAM Coordination Office to work across sectors to develop a coherent network of learning and internship opportunities for students. The STEAM Coordinator will continue to work with City departments, schools, companies, and higher education partners to expand meaningful opportunities for students to gain skills and exposure to STEAM-related careers.

In response to the recommendations in the Early Childhood Task Force Report "Starting Early," the City created the Birth to Third Grade Partnership overseen jointly by the Assistant City Manager for Human Services and the Assistant Superintendent of Elementary Education. The partnership will work with a wide range of stakeholders to begin building a community-wide system of affordable, high quality early education and care with a focus on enhancing the quality of existing programs as well as expanding scholarships for low-income residents.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$4,224,760	\$4,326,405	\$3,848,400
INTERGOVERNMENTAL REVENUE	\$642,955	\$637,640	\$619,070
TAXES	\$21,153,275	\$23,630,395	\$25,945,645
TOTAL BUDGETED REVENUE	\$26,020,990	\$28,594,440	\$30,413,115
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$21,834,145	\$23,877,580	\$25,078,840
OTHER ORDINARY MAINTENANCE	\$3,299,020	\$4,054,715	\$5,214,515
TRAVEL & TRAINING	\$67,365	\$84,600	\$89,760
EXTRAORDINARY EXPENDITURES	\$24,950	\$25,000	\$30,000
TOTAL BUDGETED EXPENDITURES	\$25,225,480	\$28,041,895	\$30,413,115
FULL-TIME BUDGETED EMPLOYEES	143	155	160

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, 210 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 \$8.2 million in grant funding and \$30 million in the general fund, which includes \$3.8 million in tuition and fees. The Division produces a semi-annual resource guide that promotes Department and community-based human service programs to families across the city. The Division also administers the Fuel Assistance Program, serving over 1,450 low-income households, and the Federal Summer Nutrition Program, providing nutritious meals and snacks at 24 sites throughout Cambridge.

The Division oversees many collaborations and programs, including the Agenda for Children Literacy and Out of School Time Initiatives; the Family Policy Council; Baby U and the Birth to Third Grade Partnership, which are directed towards families with children birth to age five; the King Open Extended Day Program; the Office of College Success; and the STEAM Coordination Office.

The Office of College Success leads the collaborative efforts of the Department, community-based organizations, Cambridge Public Schools, and institutions of higher education committed to increasing the college completion rate of low-income, first generation, and minority students. The Office of College Success works with CRLS leadership to identify key activities to support students in the transition to post-secondary education and develops partnerships with local colleges to improve on-campus supports, pursue curriculum alignment opportunities, and establish systems to track student progress.

The citywide STEAM initiative is working to establish a network of high-quality learning opportunities for students to gain skills in science, technology, engineering, arts, and math and to expose students to STEAM-related careers.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,168,045	\$2,317,620	\$2,343,485
OTHER ORDINARY MAINTENANCE	\$278,175	\$426,685	\$344,185
TRAVEL & TRAINING	\$20,460	\$21,550	\$21,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,466,680	\$2,765,855	\$2,709,220
FULL-TIME BUDGETED EMPLOYEES	16	16	16

HUMAN SERVICES - COMMISSION FOR PERSONS WITH DISABILITIES

MISSION & SERVICES

In concert with its Advisory Committee, the Commission's overall goal is to make Cambridge a more welcoming and accessible place for people of all disabilities. The Commission collaborates with other City departments to promote the full integration of people with disabilities into every aspect of Cambridge community life. In FY17, the Commission worked closely with Public Works to implement 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 the Community Development Department on design and implementation of storefront improvements and open space upgrades, and works with DHSP to promote inclusion of children and 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. The Commission also 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, nonprofit agencies, schools, and faith communities. The Commission 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 6:00 p.m. trash and recycling ordinance.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	ADA trainings, technical assistance sessions, and disability awareness trainings provided to City staff and other public entities	253	255	260
1	Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	172	140	144
2	Site visits and access surveys of Cambridge businesses completed	26	38	40
2	Cambridge agencies and businesses that removed barriers to access	56	45	48

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$191,285	\$205,160	\$208,140
OTHER ORDINARY MAINTENANCE	\$400	\$500	\$500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$191,685	\$205,660	\$208,640
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN SERVICES - PLANNING AND DEVELOPMENT

MISSION & SERVICES

In consultation with the Human Services Commission, the Planning and Development Division works to improve services for homeless and low-income families and individuals in Cambridge. The Division manages federal, state, and local funding resources for service providers and monitors contracts 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 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 from homeless serving agencies to coordinate services, develop policy, and conduct program planning. In FY18, the Division will oversee the planning and contracting for the development of a winter warming center to provide a safe, warm, and dry place for individuals who are homeless and not currently accessing the shelter system.



Items delivered during the annual overnight count of those who are homeless in Cambridge.

Staff implement HUD requirements, including the annual Point in Time count, and coordinate agency proposals for both entitlement and competitive HUD grants, including the Community Development Block Grant, Emergency Solutions Grant, and CoC Program Grants. The Division serves as the lead agency for the Cambridge Homeless Management Information System and the new Cambridge Coordinated Access Network through which providers use a common assessment for all unhoused individuals, prioritizing housing for those in greatest need.

FY18 OBJECTIVES & PERFORMANCE MEASURES



1. **Contract with local service providers through CDBG, CoC Homelessness monies, and City tax dollars to support the continued socio-economic diversity of the city.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Clients served in youth and family services programs	1,109	1,110	1,115
1	Clients served through domestic violence and abuse prevention programs	66	64	67
1	Clients served through linguistic minority programs	628	551	550
1	Clients served through homelessness prevention/service programs	3,497	3,150	3,250
1	Clients served through elderly and disabled service programs	440	463	475
1	Sites in food pantry network or receiving food deliveries via Food for Free	63	66	66

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$351,760	\$430,315	\$429,210
OTHER ORDINARY MAINTENANCE	\$690,455	\$709,750	\$1,019,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,042,215	\$1,140,065	\$1,448,960
FULL-TIME BUDGETED EMPLOYEES	3	3	3

HUMAN SERVICES - COMMUNITY LEARNING CENTER

MISSION & SERVICES

The Community Learning Center (CLC) helps adults improve their lives and increase their community participation. The CLC offers seven levels of English for Speakers of Other languages (ESOL) classes; four levels of reading, writing, and math classes that prepare students to pass the High School Equivalency Exam; a Bridge to College program; training programs for Certified Nursing Assistants and Home Health Aides; onsite workplace education classes for employees of Cambridge businesses; Adult Career Pathways; Distance Learning; family literacy; civics education; and citizenship preparation. The CLC also offers career advising, employability skills, and technology/basic computer literacy as well as leadership training in health, children's literacy, and community outreach. CLC staff put a high priority on evaluation and curriculum and staff development to provide high quality instruction and advising to students.



CLC students standing outside of the Alice K. Wolf building where classes are held.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Maintain a full range of adult basic education, ESOL, and citizenship classes.**
2. **Improve the transition from CLC programs to employment and other education and training programs.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of students served	890	915	900
1	Number of classes offered	98	96	90
1	Number of students who become U.S. citizens	15	15	15
1	Number of students who graduate from highest level classes	44	49	49
2	Number of workshops for students on career and civic education topics	64	65	65
2	Number of students advancing to post-secondary programs	40	45	45

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$960,015	\$1,024,650	\$992,705
OTHER ORDINARY MAINTENANCE	\$8,575	\$9,150	\$9,150
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$968,590	\$1,033,800	\$1,001,855
FULL-TIME BUDGETED EMPLOYEES	8	8	8

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, referrals, 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.



Seniors enjoy a swing around the dance floor for Mardi Gras at the Citywide Senior Center.

The COA operates a Senior Shuttle bus, picking up seniors and bringing 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 provides fresh fruits and vegetables, meats, and canned goods to income-eligible seniors each week. Both centers operate a meals program serving over 15,000 meals per year.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide comprehensive social and support services to Cambridge seniors.
-  2. Continue to operate the Social Meals program and Senior Food Pantry.
-  3. Continue to offer a variety of health and wellness classes and events.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of information and referral contacts with seniors, families, and community members	3,776	3,800	3,800
1	Number of seniors receiving case management and assistance on health benefits from Social Services staff	581	590	590
2	Number of seniors receiving Food Pantry services at twice weekly pantry	918	1,015	1,100
3	Hours of health/fitness/wellness classes and events offered each month	170	220	220

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,269,405	\$1,395,300	\$1,418,895
OTHER ORDINARY MAINTENANCE	\$156,065	\$193,370	\$193,370
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,425,470	\$1,588,670	\$1,612,265
FULL-TIME BUDGETED EMPLOYEES	12	13	13

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, 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.



Multi-Service Center staff help a client fill out a housing application.

The Cambridge Coordinated Access Network is a new HUD-funded program launched in FY17 at the Multi-Service Center. This initiative aims to make homeless services more accessible and equitable for clients by using a common assessment for all unhoused individuals and prioritizing housing for those in greatest need. The program is a partnership between the City and nonprofit outreach providers.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of clients placed in permanent housing	47	64	65
1	Number of clients maintained in current housing	25	56	60
2	Number of families placed in housing	14	35	37
2	Number of families maintained in current housing	32	40	42

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$694,540	\$648,720	\$685,760
OTHER ORDINARY MAINTENANCE	\$325,070	\$377,020	\$377,020
TRAVEL & TRAINING	\$875	\$1,300	\$1,300
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,020,485	\$1,027,040	\$1,064,080
FULL-TIME BUDGETED EMPLOYEES	7	7	7

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. Cambridge Works, a transitional employment program for disengaged adults, provides participants with a temporary job as well as intensive case management, soft skills development, and job search assistance. The Mayor’s Summer Youth Employment Program (MSYEP) places hundreds of youth in summer jobs throughout the city. OWD coordinates a variety of career awareness and work-based learning opportunities for older teens, including an internship program with Harvard University and an intensive career exploration program. Staff collaborate with community-based programs and local businesses to place older teens in private sector summer jobs. OWD also staffs the Youth Employment Center at CRLS and convenes the Reaching All Youth Committee, a group of service providers who meet to share resources and best practices for teens.



A successful Cambridge Works graduate and current participant take a break with their supervisor at Spaulding Hospital Cambridge.

FY18 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 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of CEP job placements	99	95	100
1	Number of Cambridge Works graduates placed in jobs or training	18	14	15
1	Number of adult residents receiving employment services	277	280	285
2	Number of youth placed in work-based learning experiences, including school year jobs, internships, and service learning activities	106	120	125
3	Number of youth enrolled in MSYEP who receive work experience, work readiness workshops, and career readiness activities	963	975	975

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,522,870	\$2,883,995	\$3,035,950
OTHER ORDINARY MAINTENANCE	\$301,325	\$307,635	\$279,135
TRAVEL & TRAINING	\$4,445	\$10,500	\$10,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,828,640	\$3,202,130	\$3,325,585
FULL-TIME BUDGETED EMPLOYEES	13	13	13



HUMAN SERVICES - RECREATION

MISSION & SERVICES

The Recreation Division provides high quality, affordable, and accessible recreational opportunities for thousands of users 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 also 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, including swimming lessons for over 1,000 youth enrolled in summer camps. 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 each summer. These community-building activities include the summer playground program, youth basketball leagues, “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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide year-round recreational programming for special needs participants.
-  2. Provide high quality swimming and recreation instruction to children and adults.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of participants in integrated special needs Saturday programs, Special Olympics, dance/theater events, and evening programs	95	105	105
2	Number of youth participating in school year swimming classes	555	635	635
2	Number of youth participating in recreation classes	376	399	400
2	Number of adults participating in recreation and swimming classes	472	463	465
2	Number of youth participants in the summer basketball league and the middle school travel team	405	445	445

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,483,545	\$2,495,280	\$2,496,950
OTHER ORDINARY MAINTENANCE	\$288,975	\$299,955	\$314,555
TRAVEL & TRAINING	\$3,215	\$3,800	\$3,800
EXTRAORDINARY EXPENDITURES	\$24,950	\$25,000	\$30,000
TOTAL BUDGETED EXPENDITURES	\$2,800,685	\$2,824,035	\$2,845,305
FULL-TIME BUDGETED EMPLOYEES	12	11	12



HUMAN SERVICES - AGENDA FOR CHILDREN LITERACY AND OST

MISSION & SERVICES

The Agenda for Children is a collaboration of the Cambridge Health Alliance, community agencies, and the Police, School, Library, and Human Services Departments to enhance the successful growth of Cambridge’s children. The Agenda for Children Literacy Initiative features the *Let’s Talk!* early literacy program and campaign, which seeks to help children enter school ready to learn how to read and write by engaging community partners to promote early literacy and educating and supporting parents and caregivers. 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, the Book Bike program, support for dads, weekly literacy text-a-tip, and family childcare support groups.

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. Activities to support this mission include facilitation of the OST Coalition, Quality Improvement System, Middle School Network, Family Engagement Project, Extending Learning STEAM Network, annual OST symposium, Communities of Practice, and school partnership building. This work is collaboratively funded by DHSP, Cambridge Public Schools, and the Cambridge Community Foundation.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Increase OST staff capacity to offer high quality programs to children and youth.**
-  2. **Provide education and support to parents and caregivers of children birth to age five to support them as children's first and most important teacher.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Programs participating in the Agenda for Children OST coalition	60	61	63
1	OST staff engaged in professional development activities	370	400	450
1	Percent of Program Directors reporting increased capacity to offer high quality programs as a result of participating in professional development	n/a	65%	75%
2	Number of parents/caregivers reached by core programming	1,482	1,485	1,500
2	Number of books distributed to children, families, and staff	9,675	9,685	9,700

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$286,995	\$355,775	\$410,680
OTHER ORDINARY MAINTENANCE	\$54,070	\$68,200	\$72,700
TRAVEL & TRAINING	\$1,050	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$342,115	\$425,475	\$484,880
FULL-TIME BUDGETED EMPLOYEES	2	3	3




HUMAN SERVICES - BABY U AND 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 strength-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. To increase program accessibility, the Center's programming is offered in 9-10 different languages. Part-time outreach workers promote the Center's services to dual language learners and low-income families.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of parents participating in intensive 14-week program	36	32	32
1	Percent of Baby U graduates participating in Baby U Alumni Association activities 1 year after graduation	n/a	75%	80%
2	Number of families participating in Center for Families programming	696	725	725
2	Number of hours of father-only programming	44	43	50
2	Number of men receiving a weekly text message that encourages them to be involved in their children's lives, offers parenting information, and promotes Cambridge services	319	331	350
3	Number of hours of outreach programming held in housing complexes and other community locations	95	140	150

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$248,245	\$329,285	\$344,170
OTHER ORDINARY MAINTENANCE	\$50,125	\$54,630	\$54,630
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$298,370	\$383,915	\$398,800
FULL-TIME BUDGETED EMPLOYEES	0	0	0

HUMAN SERVICES - BIRTH TO THIRD GRADE PARTNERSHIP

MISSION & SERVICES

The City Manager’s Early Childhood Task Force’s report, *Starting Early, Addressing the Opportunity and Achievement Gap in Cambridge*, laid out a vision and guiding principles for developing an easily accessed, coherent system of affordable high quality early education and care beginning with prenatal care and extending through 3rd grade. With the support of a Steering Committee and three subcommittees representing diverse and highly talented educational and health experts, providers, and families, the Early Childhood Director and Quality Specialist have developed a pilot scholarship program promoting access to high quality community programs for three and four-year-olds from low-income families, as well as an intensive quality improvement system designed to help cohorts of community preschool programs increase their quality rating scores. Work continues on enhancing transitions between early childhood programs and the Cambridge Public Schools.



Family Fun Day activities support parents as their children’s first teachers.

DHSP works to support families of young children through the *Find It Cambridge* website, expansion of fatherhood services, and additional workshops for families on an array of topics and new parent-child early learning opportunities. At the same time, there is an ongoing assessment of home visiting programs that will lead to improvement and expansion of home visiting services. The FY18 Budget also includes funding for enhanced clinical support to family childcare providers and City and community childcare centers to help providers support children with behavioral challenges.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Expand access to high quality preschool opportunities for low-income three and four-year-olds.**
2. **Enhance support to families through high quality home visiting services, robust information and referral services, and increased family education and support programming.**
3. **Expand professional development opportunities for all Cambridge-based providers and enhance shared learning with kindergarten teachers.**
4. **Develop a plan for enhancing mental health supports for families and providers.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$0	\$600,245	\$1,090,970
OTHER ORDINARY MAINTENANCE	\$83,990	\$300,000	\$1,203,700
TRAVEL & TRAINING	\$0	\$0	\$5,160
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$83,990	\$900,245	\$2,299,830
FULL-TIME BUDGETED EMPLOYEES	0	11	11

HUMAN SERVICES - COMMUNITY ENGAGEMENT TEAM

MISSION & SERVICES




The Community Engagement Team (CET) conducts 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.



CET Outreach Workers.

The CET's *Making Connections* training program is a free, seven-session outreach training program that emphasizes 24 core skills necessary to effectively engage community members in City events, programs, and services. This training program is for anyone who wants to become proficient in community outreach and engagement, including individuals whose jobs focus on connecting residents to services.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of parents contacted by outreach workers to inform them about parenting or early literacy events	791	750	750
2	Number of agencies/programs that have received CET's technical assistance to help them build their community engagement capacity and become more welcoming to underserved communities of Cambridge	23	20	25
3	Attendance by providers and community members at citywide networking events	137	225	225

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$331,045	\$364,570	\$375,925
OTHER ORDINARY MAINTENANCE	\$171,015	\$187,815	\$187,815
TRAVEL & TRAINING	\$200	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$502,260	\$552,885	\$564,240
FULL-TIME BUDGETED EMPLOYEES	1	1	1

HUMAN SERVICES - FAMILY POLICY COUNCIL

MISSION & SERVICES

The goal of the Family Policy Council 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. Its membership includes the Mayor, residents, elected officials, City department heads, community and nonprofit leaders, as well as business, early childhood, philanthropic, university, and youth representation. The Council developed the *Find It Cambridge* website to make it easier for families to access information, services, and resources in the city. In FY18, the Council will continue to focus on family engagement.



Cambridge Youth Council orientation in the Sullivan Chamber at City Hall.

The Cambridge Youth Council includes 16 high school students who work on projects related to the Family Policy Council’s goals and topics that are of interest to young people. In FY18, Youth Council members will address achievement and opportunity gaps and promote their Facebook campaign called Cambridge Raw Perspectives.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Develop policies and programs to make it easier for families to access information, services, and resources in Cambridge and deepen family engagement.**
2. **Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of organizations serving Cambridge families engaged with the <i>Find It Cambridge</i> website	n/a	65%	85%
2	Number of activities organized and implemented by the Youth Council to engage with other youth and with families	9	10	10
2	Number of youth deeply engaged in leadership development and civic engagement at the local and national level	18	16	16

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$154,820	\$162,165	\$170,165
OTHER ORDINARY MAINTENANCE	\$23,800	\$29,740	\$37,740
TRAVEL & TRAINING	\$15,450	\$15,450	\$15,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$194,070	\$207,355	\$223,355
FULL-TIME BUDGETED EMPLOYEES	1	1	1

HUMAN SERVICES - INCLUSION INITIATIVE

MISSION & SERVICES

The inclusion of children with disabilities is a City priority. DHSP welcomes individuals with disabilities who meet the basic eligibility requirements of 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.



Inclusion means creating a welcoming environment by belonging to a safe and respectful community, embracing diversity within programs, supporting each individual within group settings, and listening to each voice.

Families seeking to enroll their children into DHSP programs 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 and de-escalation. 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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Provide support for children with disabilities to be successfully included in DHSP OST programs.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of children with IEPs successfully participating in OST programs (summer/school year)	160/333	165/315	170/320
1	Number of Quality Improvement Action Plans developed through coaching support	2	2	10
1	Percent of children with IEPs retained in programs more than 2 years	n/a	60%	65%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$753,690	\$807,850	\$805,280
OTHER ORDINARY MAINTENANCE	\$22,220	\$40,000	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$775,910	\$847,850	\$845,280
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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 5th grade during the school day and after school. 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 supports children's social and academic learning.

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 for 5-10 hours per 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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 1. Continue to provide high quality social skill building and afterschool programming. Continue to support students' academic development by working with King Open School faculty during the school day.

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of King Open students in junior kindergarten through 5th grade enrolled in KOED	106	109	120
1	Number of students receiving individualized academic support at least twice a week during King Open school day classes from KOED staff	29	30	40
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	5	6

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$645,815	\$675,225	\$730,525
OTHER ORDINARY MAINTENANCE	\$53,785	\$55,355	\$55,355
TRAVEL & TRAINING	\$4,295	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$703,895	\$735,080	\$790,380
FULL-TIME BUDGETED EMPLOYEES	1	1	1




HUMAN SERVICES - CHILDCARE & FAMILY SUPPORT SERVICES

MISSION & SERVICES

The Childcare and Family Support Division offers children high quality services that support their social and emotional development and school success in preschool and afterschool programs. Approximately 151 Cambridge preschool children ages 2.9 to kindergarten benefit from play-based early learning experiences provided in a stimulating and nurturing environment. All but one of our preschools are accredited by the National Association for the Education of Young Children and are at Level 4 (out of 4) on the Department of Early Education and Care’s Quality Rating Improvement System. The newly opened Windsor Street site is working toward accreditation.

In addition, approximately 170 Cambridge children ages 4.5 to 11 years old participate in 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 Department of Elementary and Secondary Education Curriculum Frameworks. 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.

FY18 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Percent of children receiving some subsidy or scholarship	38%	36%	45%
1	Percent of teachers remaining for more than 2 years	68%	53%	67%
2	Percent of preschool and afterschool families engaged with staff around student progress and development	n/a	49%	60%
3	Number of collaborations between preschool and afterschool programs	10	11	12
3	Number of children for whom a connection is made between school day and afterschool teaching staff	107	110	110

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$3,595,205	\$3,745,630	\$3,716,355
OTHER ORDINARY MAINTENANCE	\$115,530	\$143,320	\$143,320
TRAVEL & TRAINING	\$17,375	\$17,500	\$17,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,728,110	\$3,906,450	\$3,877,175
FULL-TIME BUDGETED EMPLOYEES	28	28	29




HUMAN SERVICES - COMMUNITY SCHOOLS

MISSION & SERVICES

12 Community School sites provide a network of neighborhood services offering educational, cultural, social, and recreational opportunities for all age groups, including cost effective OST programs, enrichment classes, school vacation camps, and full-day summer camps. We have restructured our school year from three to two sessions and piloted junior kindergarten and kindergarten cohorts. Arts education remains a focus through visual and performing art classes, partnerships with the Boston Museum of Fine Arts and the Cambridge Performance Project, and STEAM education incorporated into the framework of art enrichment classes. Financial assistance is provided in all aspects of the programs.

Community Schools Directors also plan senior cultural and social outings that introduce residents from across the city to one another. 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, races, and ethnicities. Community Schools 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 Improvement Initiative to identify program strengths and implement improvement goals, family engagement, staff professional development, evaluation, and long-term planning. The FY18 Budget includes three new Program Director positions to support the Community School programs with the highest need for additional staff.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide quality OST programs such as enrichment classes and summer and vacation camps. Continue to support Neighborhood Councils 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	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of children served citywide during the school year	1,150	1,273	1,280
1	Percent of children receiving scholarship during the school year	n/a	20%	25%
1	Children served in summer camps	800	825	830
2	Number of Arts in the Park events	178	180	180
2	Number of adult, family, and senior events	530	535	540
3	Number of sites engaged in in-depth data driven Family Engagement and Program Quality Improvement assessment	10	10	10

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,765,530	\$3,078,620	\$3,123,490
OTHER ORDINARY MAINTENANCE	\$531,740	\$692,840	\$702,840
TRAVEL & TRAINING	\$0	\$2,000	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,297,270	\$3,773,460	\$3,828,330
FULL-TIME BUDGETED EMPLOYEES	16	16	19

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.



Friends for life! Middle school students from the Gately Youth Center.

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 in grades 9-12. One Youth Center serves teens exclusively from 2:00 to 9:00 p.m. CYP programs are designed to align with national research to promote youth development and leadership. In addition, CYP offers affordable, fun, high-quality, full-day programs during school vacation weeks and summer months.

FY18 OBJECTIVES & PERFORMANCE MEASURES

1. **Provide quality, affordable Out of School Time programs for preteens, middle schoolers (grades 4-8), and teens (grades 9-12).**
2. **Strengthen connections to families, neighborhoods, schools, and community-based organizations.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of 4th-8th graders enrolled in afterschool programs	325	375	375
1	Percent of youth grades 4-8 who continue with programs for more than 2 years	n/a	70%	75%
1	Number of staff engaged in data-driven quality improvement and professional development efforts	21	23	30
1	Development of strategic plan for new teen programming (% completed)	n/a	0%	50%
1	Number of teens engaged in specialized programs including work-based learning and leadership development programs	136	125	140
2	Community events sponsored or supported by CYP	40	45	45

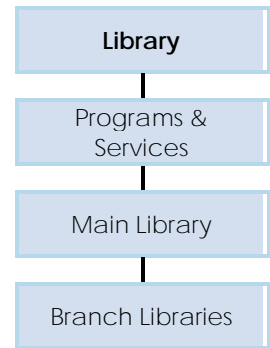
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$2,411,285	\$2,357,175	\$2,700,185
OTHER ORDINARY MAINTENANCE	\$143,705	\$158,750	\$178,750
TRAVEL & TRAINING	\$0	\$6,000	\$6,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,554,990	\$2,521,925	\$2,884,935
FULL-TIME BUDGETED EMPLOYEES	19	19	19

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 244 hours each week. Online, streaming, and downloadable resources are available 24/7 through the Library's website at www.cambridgema.gov/cpl. The Library recently hired a Manager of Innovation and Technology to act as a visionary and advocate for the Library's successful adoption of the best developments in software and technology to improve resources and enhance the patron learning experience.

DEPARTMENT FINANCIAL OVERVIEW




FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
FINES & FORFEITS	\$47,460	\$65,000	\$65,000
INTERGOVERNMENTAL REVENUE	\$440,990	\$440,750	\$440,750
TAXES	\$9,192,585	\$9,176,585	\$10,236,525
TOTAL BUDGETED REVENUE	\$9,681,035	\$9,682,335	\$10,742,275
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,208,410	\$7,318,140	\$8,010,825
OTHER ORDINARY MAINTENANCE	\$2,493,850	\$2,593,460	\$2,654,300
TRAVEL & TRAINING	\$40,300	\$77,860	\$77,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$9,742,560	\$9,989,460	\$10,742,275
FULL-TIME BUDGETED EMPLOYEES	68	68	69

LIBRARY - PROGRAMS & SERVICES

MISSION & SERVICES

The many services and programs the library system offers span seven 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 collections.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Provide library users with access to a broad collection of print, electronic, and audiovisual resources as well as the latest technology tools within the library and remotely.**
-  2. **Create meaningful, timely programs and community collaborations that bring community members together to learn, share, and grow. Review partner and participant feedback and attendance data to evaluate success.**
-  3. **Promote literacy development, including reading and STEAM literacy for all ages. Continue to partner with the Department of Human Service Programs and area schools as well as form new collaborations with local organizations, universities, and businesses to support literacy and skill building.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of active cardholders	78,392	80,000	82,000
1	New cardholders registered	9,589	9,500	9,700
1	Check-outs	1,249,878	1,200,000	1,300,000
1	Renewals	269,069	260,000	270,000
1	Check-ins	1,136,800	1,100,000	1,200,000
1	Number of items in collection	374,290	350,000	365,000
1	New acquisitions purchased and catalogued for library collection	50,427	45,000	48,000
1	Volumes of e-books and downloadable audio books available	49,931	50,000	52,000
1	Downloads of e-books and audio books	84,634	85,000	90,000
1	Streaming content access	13,272	15,000	17,000
1	In-library computer sessions	160,867	160,000	165,000
1	Number of searches for online research resources	317,644	315,000	320,000
1	Process network transfers	328,519	320,000	320,000
2	Total program attendance	81,318	80,000	85,000
2	Number of materials delivered to home-bound residents, nursing homes, and senior housing communities	7,435	7,500	7,600
2	Storytimes for preschool children	432	430	440
2	Storytimes/sing-alongs conducted in languages other than English	25	25	40
2	On-site storytimes at daycare centers and nursery schools	191	195	195
3	Children's books checked out during the summer	66,058	65,000	66,000
3	Book discussion groups for all ages	167	150	150
3	Programs that promote adult literacy and English proficiency	889	750	800
3	Individual tutoring sessions for adults learning English	1,920	1,750	1,750
3	Participation in technology literacy classes	814	800	825

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 at 449 Broadway.

The Main Library provides public meeting spaces, a computer training classroom, and over 120 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.

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.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Promote active use of the Main Library and offer welcoming, accessible, well-maintained, and easy to navigate facilities that meet the current needs of library patrons.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of visitors	592,377	590,000	590,000
1	Author readings, lectures, films, concerts, and other cultural programming that promote library use and community building	394	350	375
1	Number of times conference rooms are used for public and neighborhood meetings	1,740	1,700	1,700

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$5,344,600	\$5,505,735	\$6,020,890
OTHER ORDINARY MAINTENANCE	\$2,165,835	\$2,263,875	\$2,352,715
TRAVEL & TRAINING	\$40,300	\$77,860	\$77,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,550,735	\$7,847,470	\$8,450,755
FULL-TIME BUDGETED EMPLOYEES	50	50	52

LIBRARY - BRANCH LIBRARIES

MISSION & SERVICES

The Cambridge 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 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. The Central Square Branch Library is home to the Library's Adult Literacy Program, which serves hundreds of immigrants annually.



Children's area at the Collins Branch 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.

In January 2016, the Valente Branch Library closed while the new building is under construction. It will reopen in 2019 as part of the new King Open and Cambridge Street Upper Schools & Community Complex. Hours and staff at the O'Connell Branch Library have been increased to accommodate the expanded neighborhood service area.

FY18 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Promote library use and support neighborhood vitality by providing outstanding customer service and warm, welcoming gathering and learning spaces.**
- 2. **Deepen collaborations with neighborhood organizations and enhance outreach to extend the library to underserved patrons.**

OBJ.	PERFORMANCE MEASURES	FY16 ACTUAL	FY17 PROJECTED	FY18 TARGET
1	Number of visitors to the branch libraries	368,046	345,000	335,000
1	Programs offered to the community	879	850	880

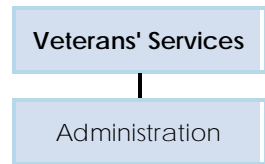
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$1,863,810	\$1,812,405	\$1,989,935
OTHER ORDINARY MAINTENANCE	\$328,015	\$329,585	\$301,585
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,191,825	\$2,141,990	\$2,291,520
FULL-TIME BUDGETED EMPLOYEES	18	18	17

VETERANS' SERVICES

DEPARTMENT OVERVIEW

The Department of Veterans' Services is an advocate on behalf of Cambridge veterans and their families and a provider of quality support services. These services include outreach, life skills programming, reintegration and employment assistance, benefits, direct financial assistance for veterans and/or their dependents who are in need, and the organization of public events.



For the most vulnerable, the Department liaises with all relevant agencies and service providers or takes short-term action to bridge service gaps for a veteran in crisis. The Department administers a public assistance program that provides monetary aid to qualified veterans and/or their dependents. Benefits include a cash benefit for food, clothing, shelter, fuel, medical expenses, and burial expenses. Mandated by Massachusetts General Laws, Chapter 115, the Commonwealth reimburses the City for 75% of the benefit cost for this program.

The Department of Veterans' Services works collaboratively with the Department of Human Service Programs, the Cambridge Police, the Cambridge Health Alliance, and providers throughout the region to identify and serve homeless veterans. Services include emergency warm clothing and nourishment, a cash benefit, medical reimbursements, and assistance applying for federal benefits.

Following the success of our first Servicemembers and Veterans' Appreciation Day in 2016, we look forward to reaching even more of our community with an expanded Veterans' Appreciation Week in 2017. The realization of the Veterans' Life and Recreation Center (VLRC) has created a safe space for important programming to support, connect, and heal veterans, especially those who struggle with Post-Traumatic Stress Disorder (PTSD) and reintegration.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
INTERGOVERNMENTAL REVENUE	\$545,680	\$494,090	\$494,090
TAXES	\$589,995	\$555,965	\$621,740
TOTAL BUDGETED REVENUE	\$1,135,675	\$1,050,055	\$1,115,830
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$254,175	\$291,500	\$283,030
OTHER ORDINARY MAINTENANCE	\$32,825	\$55,900	\$59,800
TRAVEL & TRAINING	\$723,430	\$727,700	\$773,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,010,430	\$1,075,100	\$1,115,830
FULL-TIME BUDGETED EMPLOYEES	2	2	2

VETERANS' SERVICES - ADMINISTRATION & BENEFITS





MISSION & SERVICES

The Department of Veterans' Services is committed to assisting our newly arriving veterans as well as our long-term resident veterans. The Department assists dozens of veterans in applying for benefits from the U.S. Department of Veterans Affairs (VA), such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, and death and burial benefits. The VA provides over \$4 million in benefits to Cambridge veterans every year.

In addition to VA benefits, Veterans' Services staff assist veterans and their dependents in applying for other federal benefits, including Social Security, Social Security Disability, Supplemental Security Income, Medicare, and Medicaid. The Department also advises clients as to the availability of state services and benefits, which may include property tax exemptions, veterans' RMV plates, and Welcome Home bonuses. The Department strives to reduce environmental impact by having beneficiaries use tablets to sign paperwork electronically and by scanning all records previously stored in the VLRC.

In FY18, Veterans' Services will expand programming to support, connect, and heal veterans, especially those who struggle with PTSD, traumatic brain injuries, and post-deployment reintegration limitations.

FY18 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Increase public awareness of veterans' benefits, services, and observances through the website, social media, and scheduled outreach videos.**
-  2. **Encourage community participation in veterans' events through value-focused outreach and tabling at City festivals.**
-  3. **Continue to upgrade staff skills with an emphasis on team building, skill sharing, and diversity. Increase service outreach to the most vulnerable in our community.**
-  4. **Aggressively identify and access federal and state resources for eligible clients.**



American Legion Commander Kevin Thompson and Siobhan Stoney from Veterans' Services on Veterans' Appreciation Day. Photo credit: Paul Brymer, U.S. Navy Veteran.

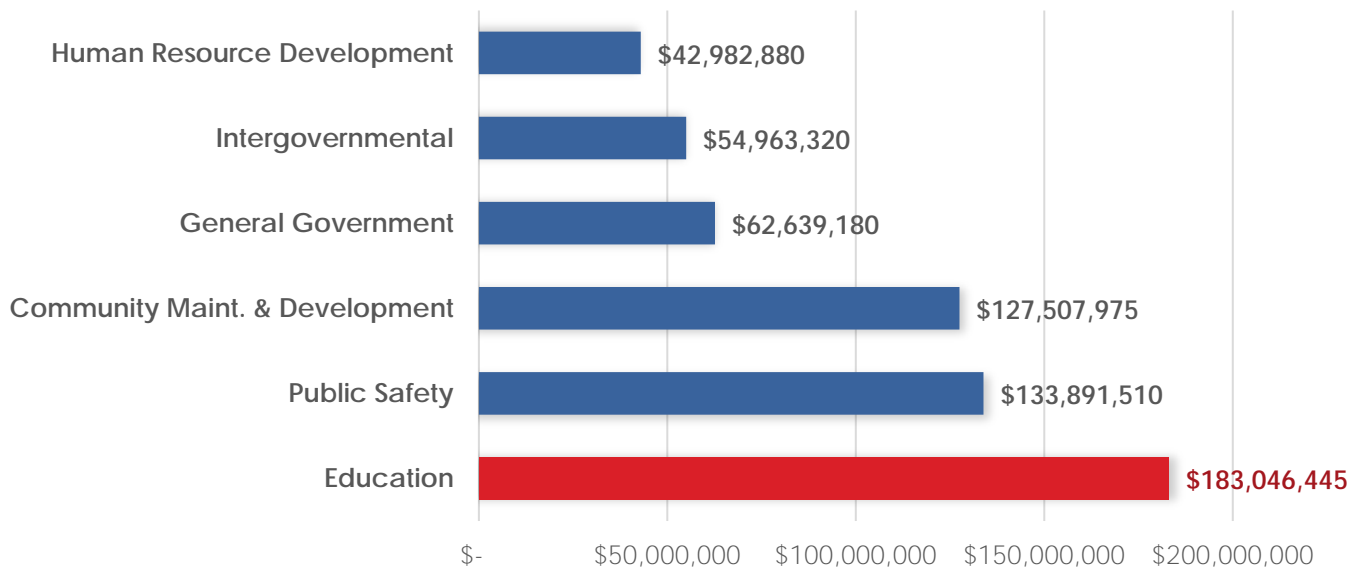
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
SALARIES & WAGES	\$254,175	\$291,500	\$283,030
OTHER ORDINARY MAINTENANCE	\$32,825	\$55,900	\$59,800
TRAVEL & TRAINING	\$723,430	\$727,700	\$773,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,010,430	\$1,075,100	\$1,115,830
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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EDUCATION

FY18 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$605,031,310



EDUCATION

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 PROPOSED
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$23,418,450	\$22,604,940	\$22,604,940
MISCELLANEOUS REVENUE	\$1,041,340	\$717,970	\$695,070
TAXES	\$140,719,610	\$149,296,065	\$159,571,435
TOTAL BUDGETED REVENUE	\$165,354,400	\$172,793,975	\$183,046,445
PROGRAM EXPENDITURES			
EDUCATION	\$164,405,965	\$172,793,980	\$183,046,445
TOTAL BUDGETED EXPENDITURES	\$164,405,965	\$172,793,980	\$183,046,445

EDUCATION

DEPARTMENT OVERVIEW

The School Committee adopted the FY18 School budget of \$183,046,445, which represents an increase of \$10,252,465 or 5.9% over the FY17 budget of \$172,793,980. The FY18 budget meets financial guidelines established by the City Manager. Detailed information on the FY18 School budget can be found on the Cambridge Public Schools (CPS) website at www.cpsd.us.

Superintendent Dr. Kenneth Salim's message for FY18 reads as follows:



Students in the classroom
Photo credit: Bethany Versoy & CPS Staff

I am pleased to present to you and to the Cambridge Public Schools community this proposed budget for the 2018 fiscal year (FY 2018). **The total investment of \$183 million represents a 5.9% increase over the current fiscal year, the largest increase in many years.** This budget proposal serves as the financial plan to support our academic agenda, enabling the school district to maintain our commitment to outstanding teaching and learning and the highest levels of student performance. We have many successes to celebrate and many reasons to be proud, but we also recognize the significant work that lies ahead, particularly to close opportunity and achievement gaps in every classroom of every school.

In crafting this proposed budget, my first as your Superintendent, I have sought to incorporate key themes and ideas from the scores of conversations, observations, and analyses that have been part of my formal entry process. As a new leader in the CPS community, I set out to learn as much as possible about the school district so that my decision making – including the development of this proposed budget – would be informed by a deep and broad understanding of CPS as well as my past experience.

It is important to note that this proposed budget is a companion to a **Multi-Year District Plan** that we are currently developing in collaboration with an inclusive team of CPS stakeholders. With a focus on outcomes and ongoing progress monitoring, this District Plan will serve as a roadmap for reaching our vision of equity and academic excellence for every student.

During the entry process, I had the opportunity to engage with students, parents, teachers, administrators, and support staff, as well as partners in city government, nonprofit, higher education, business, philanthropic, and faith-based communities. I also analyzed numerous reports, documents, and data from the district and all schools to inform my understanding of the entire school system. These activities surfaced themes around successes, challenges, and opportunities that informed the following draft strategic objectives – what City and Curtis (2009) call “a series of well-informed, well-educated bets” for systemic improvement.

We have used these draft **strategic objectives** as a framework for analyzing and prioritizing budget proposals:

- **Equity and Access:** Provide all students with opportunities to engage in rigorous learning experiences that are grounded in cultural proficiency principles and are student-centered.
- **Support for the Whole Child:** Support schools, educators, and leaders through effective professional learning to provide tiered academic, social, emotional, and behavioral support for every student.
- **Innovation and Partnerships:** Enhance and expand innovative programs and practices that build on collaboration with families and community partners.
- **Implementation and Progress Monitoring:** Ensure resources and time for successful implementation and regularly measure progress towards meeting benchmarks and goals in multiple ways.

In collaboration with the School Committee’s Budget Co-Chairs Richard Harding and Kathleen Kelly, we developed a rigorous schedule of meetings and public hearings to gather input from committee members and members of the CPS community and to share important updates related to emerging priorities. The process has been iterative, allowing us to explore preliminary ideas – on technology, world language, high school staffing, among others – and to bring forward more refined proposals based on further data analysis. The FY 2018 budget proposal includes strategies for enhancing and refining our current efforts as well as adopting new ways of accelerating student progress. We are fortunate to have the financial resources to make new and expanded investments in several key initiatives that we believe will have the greatest impact on improved student outcomes. Some of these initiatives are highlighted below. Each is listed under one of the four draft strategic objectives, but they may span multiple objectives.

Equity and Access

Leveling-Up Grade 9 English Language Arts: As part of an effort to increase equity and access to advanced level courses at Cambridge Rindge and Latin School (CRLS), we are planning to phase in honors level course work for all 9th graders in English Language Arts (ELA) and social studies, beginning with ELA in the 2017-18 school year. Additional staffing will ensure smaller class sizes and appropriate support for all students in this new model.

Cultural Proficiency: We will deepen and expand our system-wide work to incorporate cultural proficiency principles in classroom practice, in part through the development of cultural proficiency leads in all schools and departments who will facilitate cultural proficiency work and community dialogues in their respective schools and departments.

Dynamic Diversity Development: As part of the district-wide effort to more effectively recruit and retain educators of color, program support for achieving diversity goals will be consolidated within the Office of Human Resources. A new position of Program Manager for Diversity Development will work collaboratively with district and school leaders to bring renewed focus and innovation to diversity-related programs and initiatives.

Support for the Whole Child

Social Emotional Learning (SEL): Supporting the social emotional learning needs of students is a fundamental responsibility we have as educators and it is a priority that was articulated by staff at every CPS school I visited this fall. The focus in the 2017-18 school year will include providing a consistent Health/SEL curriculum in all elementary schools and targeted professional learning on school-wide SEL competencies and prevention strategies. Based on the successful shared social worker model, an additional social worker will provide school-based support to schools with identified needs.

Innovation and Partnerships

World Language: To engage more students in World Languages at a younger age, we will pilot World Language instruction at one grade level in two elementary schools and introduce the Chinese immersion program at the Putnam Avenue Upper School in the 6th grade.

Technology: The 1:1 Technology model for high school students will launch in the 2017-18 school year with the purchase of 1,000 Chromebooks for CRLS students. In the first year of a two-year rollout, 9th and 10th grade teachers will pilot a 1:1 technology teaching environment in their classrooms. A trial take-home model will inform the broader year two rollout of these important learning technology tools for all CRLS students.

Innovation Design Lab: The newly created Innovation Design Lab will serve as a clearinghouse for generating, exploring, and scaling successful innovative ideas and practices. Facilitated by a Design and Innovation Coach, the lab will collaboratively engage educators in design-based problem solving for persistent educational challenges, review new models and partnerships, and explore opportunities for bringing successful innovation to scale.

Implementation and Progress Monitoring

Tiered School Support: Next year, we will allocate additional resources to schools based on schools' accountability levels, as determined by assessment results released over the summer, as well as our district-based evaluation of school needs. We will work with educators to target these dollars to support specific aspects of school improvement plans.

Elementary and Upper School Program Review: Recognizing that high performing school districts engage in a process of continuous improvement and planning, this proposal supports specific reviews of the Elementary and Upper School programs. The reviews will look at the structures and processes that support teacher practice and student achievement and enable us to strengthen teaching and learning.

These are exciting times for the Cambridge Public Schools. I am honored to have the opportunity to work with a talented group of school and district leaders, outstanding educators, committed support staff, valuable partners, and, above all, highly engaged students and families. Supported by the resources outlined in this budget proposal, I am confident that together, we are poised to move CPS to even greater levels of excellence. I look forward to continued dialogue with the School Committee as well as other stakeholders in our community.

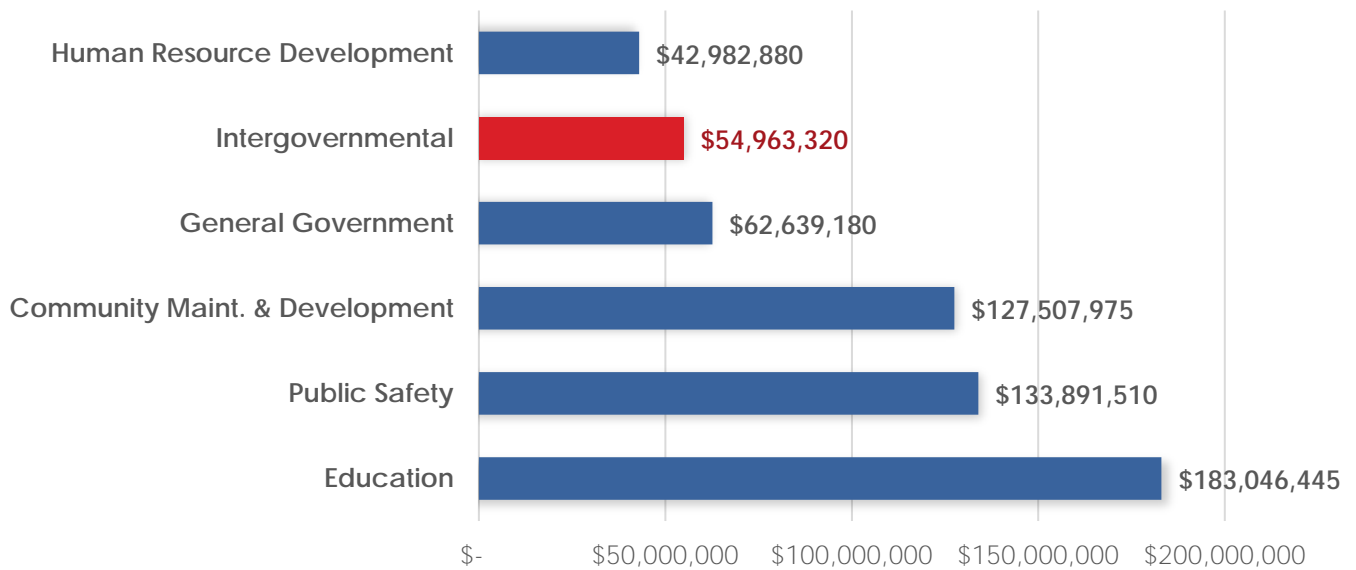
DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$23,418,450	\$22,604,940	\$22,604,940
MISCELLANEOUS REVENUE	\$1,041,340	\$717,970	\$695,070
TAXES	\$140,719,610	\$149,296,065	\$159,571,435
TOTAL BUDGETED REVENUE	\$165,354,400	\$172,793,975	\$183,046,445
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$135,363,920	\$142,145,640	\$149,343,825
OTHER ORDINARY MAINTENANCE	\$27,259,055	\$28,909,780	\$32,013,570
TRAVEL & TRAINING	\$1,036,430	\$1,009,480	\$961,680
EXTRAORDINARY EXPENDITURES	\$746,560	\$729,080	\$727,370
TOTAL BUDGETED EXPENDITURES	\$164,405,965	\$172,793,980	\$183,046,445
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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INTERGOVERNMENTAL

FY18 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$605,031,310



INTERGOVERNMENTAL

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 PROPOSED
CHARGES FOR SERVICES	\$24,970,890	\$24,585,560	\$25,433,840
INTERGOVERNMENTAL REVENUE	\$1,585,410	\$4,345,780	\$4,696,855
TAXES	\$26,958,935	\$27,605,935	\$24,832,625
TOTAL BUDGETED REVENUE	\$53,515,235	\$56,537,275	\$54,963,320
PROGRAM EXPENDITURES			
CAMBRIDGE HEALTH ALLIANCE	\$7,000,000	\$7,000,000	\$7,200,000
CHERRY SHEET	\$21,763,935	\$22,810,780	\$22,810,780
MASSACHUSETTS WATER RESOURCES AUTHORITY	\$23,373,200	\$23,745,695	\$24,952,540
TOTAL BUDGETED EXPENDITURES	\$52,137,135	\$53,556,475	\$54,963,320

CAMBRIDGE HEALTH ALLIANCE

DEPARTMENT OVERVIEW

The Cambridge Public Health Commission, d/b/a Cambridge Health Alliance (CHA), has served as a vital resource to residents 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. As provided in the legislation, in 1997 the City of Cambridge and CHA entered into an agreement for CHA to perform this essential function, and in 2016 the City and CHA renewed the agreement for an additional seven-year period that runs from July 1, 2017 until the last day of fiscal year 2024.

An integral part of CHA, the Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. Main focus areas are communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, population health initiatives, regulatory enforcement, and school health. The Department plays a major role in several City initiatives, including gender-based violence prevention, the Cambridge Community Response Network, the Agenda for Children, and the Men's Health League.

As part of its national accreditation initiative, the Department and its partners implemented Year 1 strategies of the *City of Cambridge Community Health Improvement Plan*, which sets the City's health agenda through 2020. The Department also completed a formal quality improvement plan and submitted its application for national accreditation, which was officially accepted by the Public Health Accreditation Board in July 2016.

The Department continues to promote disease and injury prevention through direct services and trainings, policy development, and targeted campaigns. Staff also continue to forge relationships with City and community partners to address the underlying social and economic causes of poor health. Highlights in 2016 included the Department's annual flu clinics, responding to the mumps outbreak at Harvard University, working with City partners to address the opioid crisis, drafting regulations pertaining to medical marijuana dispensaries and urban agriculture, and launching a departmental Twitter account.

In addition, Cambridge's Chief Public Health Officer began a one-year term as president of the National Association of County and City Health Officials. *Let's Move! Cambridge*, coordinated by the Health Department, earned a #1 ranking in preventing childhood obesity from *Let's Move! Cities, Towns, and Counties*, part of former First Lady Michelle Obama's campaign to ensure that kids can grow up healthy.

The table below provides a snapshot of the FY17 CHA budget for public health and community health services in Cambridge. The FY18 budget is currently under development.

CAMBRIDGE PUBLIC HEALTH DEPARTMENT						
	FY16 Non-Grant Budget	FY16 Grant Budget	Total FY16 Budget	FY17 Non-Grant Budget	FY17 Grant Budget	Total FY17 Budget
DESCRIPTION - DEPARTMENTAL EXPENSES						
Staffing / Personnel	\$5,329,166	\$684,996	\$6,014,162	\$5,822,954	\$440,775	\$6,263,729
Supplies	\$112,566	\$6,569	\$119,135	\$113,973	\$25,477	\$139,450
Services	\$469,264	\$76,073	\$545,337	\$482,777	\$87,279	\$570,056
Travel / Training	\$30,805	\$4,211	\$35,016	\$40,755	\$4,700	\$45,455
Total Departmental Expenses (1)	\$5,941,801	\$771,849	\$6,713,650	\$6,460,459	\$558,231	\$7,018,690
CHA PUBLIC & COMMUNITY HEALTH SERVICES						
Cambridge Teen Health Center	\$333,733	-	\$333,733	\$218,173	-	\$218,173
Healthcare for the Homeless	\$414,638	\$132,916	\$547,554	\$489,679	\$147,565	\$637,244
Institute for Community Health	\$73,333	-	\$73,333	\$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	\$56,940	-	\$56,940	\$56,940	-	\$56,940
Administrative Services (IT, Human Resources, Finance & Admin) (3)	\$795,803	\$103,596	\$899,399	\$809,444	\$77,638	\$887,082
Total	\$1,734,447	\$236,512	\$1,970,959	\$1,707,569	\$225,203	\$1,932,772
TOTAL CHA PH EXPENSES (NON-GRANT)	\$7,676,248			\$8,168,028		
TOTAL CHA COMM/PH EXPENSES (4)			\$8,684,609			\$8,951,462

- (1) Retiree health expense included in fringe rate. Does not include depreciation expense.
 (2) Provided for pediatric, adult medicine, and occupational health consultations.
 (3) Calculated at 11% 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
TAXES	\$7,000,000	\$7,000,000	\$7,200,000
TOTAL BUDGETED REVENUE	\$7,000,000	\$7,000,000	\$7,200,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$7,000,000	\$7,000,000	\$7,200,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,000,000	\$7,000,000	\$7,200,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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 (\$50,815): 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 (\$12,939,750): 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.

Metropolitan Area Planning Council (\$54,295): 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 (\$9,284,620): 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% of all Cambridge residents.

Registry of Motor Vehicles 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	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$481,300	\$481,300	\$481,300
INTERGOVERNMENTAL REVENUE	\$1,585,410	\$4,345,780	\$4,696,855
TAXES	\$19,958,935	\$20,605,935	\$17,632,625
TOTAL BUDGETED REVENUE	\$22,025,645	\$25,433,015	\$22,810,780
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$21,763,935	\$22,810,780	\$22,810,780
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$21,763,935	\$22,810,780	\$22,810,780
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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 FY18, the MWRA estimated charge of \$24,952,540 represents a 5.1%, or \$1,206,845, increase from the FY17 assessment of \$23,745,695. The FY18 MWRA budget amount is based on an estimate received from the MWRA and is subject to change when the MWRA adopts its budget in June 2017. The MWRA assessment accounts for 47.8% of the total FY18 Sewer Budget.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET
CHARGES FOR SERVICES	\$24,489,590	\$24,104,260	\$24,952,540
TOTAL BUDGETED REVENUE	\$24,489,590	\$24,104,260	\$24,952,540
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$23,373,200	\$23,745,695	\$24,952,540
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$23,373,200	\$23,745,695	\$24,952,540
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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SECTION VI

PUBLIC INVESTMENT

PUBLIC INVESTMENT

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 heads of the Finance, Community Development, Budget, Police, Human Services, and Public Works Departments; the Chief Financial Officer of the School Department; and other City staff, meets 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 FY18 projections were presented to the credit rating agencies in February 2017, prior to the bond sale.

For the FY18 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 FY17. Departments that did not receive a Pay-As-You-Go appropriation in FY17 or those that wanted to increase their current funding allocation could submit a FY18 supplemental request. This process required departments to focus their priorities and produce a sustainable plan for future years.

The Capital Investment Committee submitted an FY18 Pay-As-You-Go capital budget of \$6,606,000 (\$1,600,000 for citywide projects, \$2,300,000 for E-Gov projects, \$706,000 for Participatory Budgeting projects, and \$2,000,000 for the Municipal Facilities Improvement Plan) to the City Manager for approval.

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. The Budget Office reviews arbitrage and authorized and unissued balances quarterly to make sure the City is in compliance. This process will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

E-GOV BUDGETING PROCESS

E-Gov is the process that guides the decision-making framework for information technology investments. This framework ensures that the City's overall portfolio of IT assets, projects, and programs allows City departments to best serve the Cambridge community. E-Gov has an Executive Committee comprised of senior managers that serves as the decision-making body and a Project Review Committee (PRC) that ensures IT projects align with the City's IT principles.

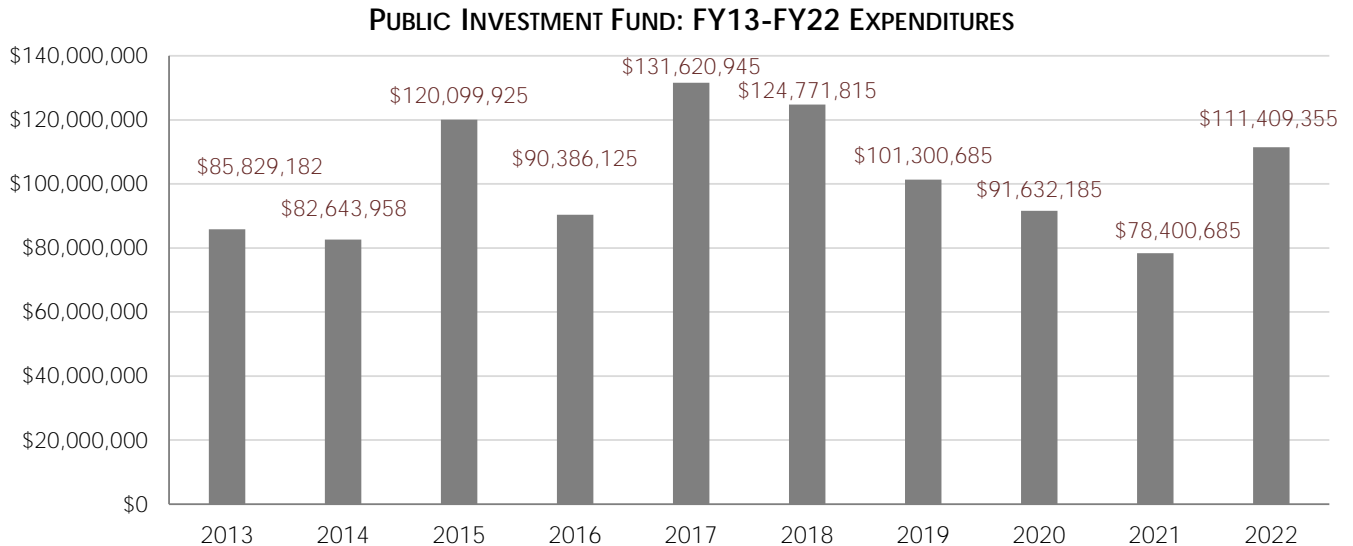
Departments request E-Gov projects, ITD reviews requests for feasibility, and the PRC holds a hearing for all requests. The PRC decides which projects to recommend to the Executive Committee for approval. Projects that require less than 100 hours of staff time or cost less than \$50,000 do not require approval from the Executive Committee. The PRC presents its recommendations to the Executive Committee for approval.

The Budget Office and ITD work together in monitoring E-Gov project funds.

PUBLIC INVESTMENT

HISTORICAL & PROJECTED EXPENDITURES

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY13-16. FY17 shows expenditures to date. FY18 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY19-22 as per the Five-Year Public Investment Plan.

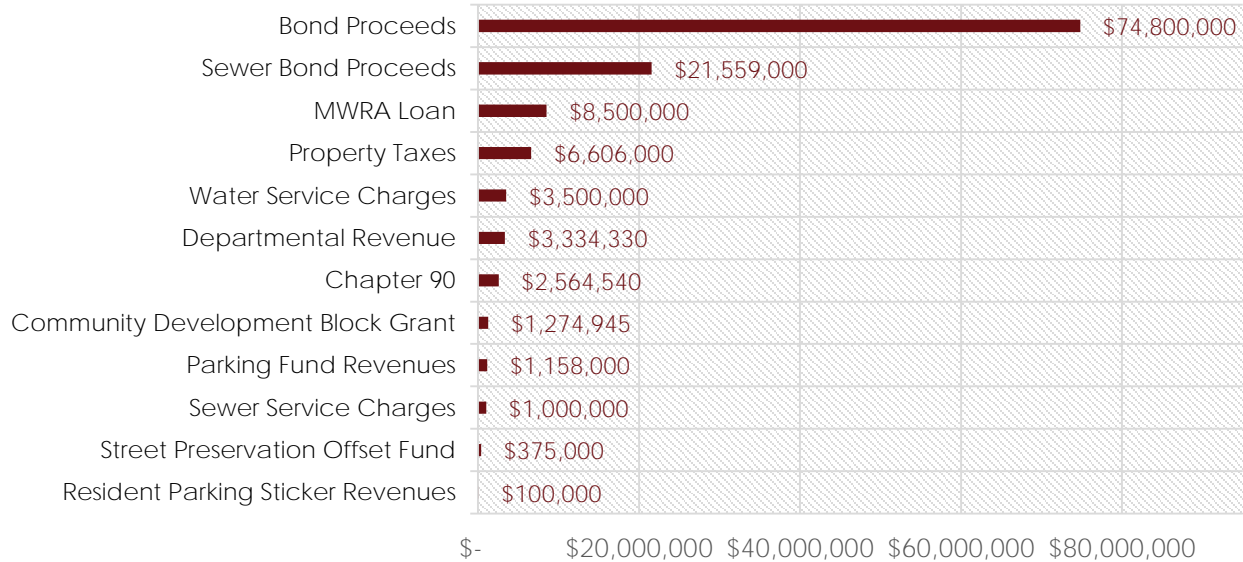


CAPITAL CALENDAR

DECEMBER 14, 2016	Briefing on FY18 budget guidelines by City Manager. Distribution of budget notebook and materials to departments. Meeting of departmental fiscal personnel with Budget staff.
JANUARY 20, 2017	Deadline for Capital and E-Gov Budget submissions to the Budget Office.
FEBRUARY 1, 2017 THROUGH FEBRUARY 22, 2017	Formal department presentations of capital requests to the Capital Investment Committee.
MARCH 23, 2017	Capital Investment Committee makes recommendations to City Manager.
APRIL 24, 2017	Submission of the City Manager's Budget to the City Council.
MAY 10, 2017	Date for public hearing on FY18 Capital Budget.
MAY 22, 2017	Projected adoption date.
JULY 1, 2017	Begin execution of FY18 allotment plans.

PUBLIC INVESTMENT FINANCING PLAN

FY18 FINANCING PLAN BY SOURCE: \$124,771,815



FY18-22 FINANCING PLAN

FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$74,800,000	\$67,500,000	\$50,100,000	\$33,500,000	\$59,500,000	\$285,400,000
Chapter 90	\$2,564,540	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,564,540
Community Development Block Grant	\$1,274,945	\$1,183,355	\$1,183,355	\$1,183,355	\$1,183,355	\$6,008,365
Departmental Revenue	\$3,009,330	\$3,009,330	\$3,009,330	\$3,009,330	\$2,868,000	\$14,905,320
MWRA	\$8,500,000	\$0	\$4,000,000	\$0	\$0	\$12,500,000
Parking Fund Revenues	\$1,158,000	\$1,183,000	\$1,208,000	\$1,233,000	\$1,233,000	\$6,015,000
Property Taxes	\$6,606,000	\$4,700,000	\$4,800,000	\$4,900,000	\$5,000,000	\$26,006,000
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer Bond Proceeds	\$21,559,000	\$16,175,000	\$17,281,500	\$24,275,000	\$31,325,000	\$110,615,500
Sewer Service Charges	\$1,000,000	\$1,250,000	\$2,250,000	\$2,500,000	\$2,500,000	\$9,500,000
Street Preservation Offset Fund	\$375,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,175,000
Tree Program Revenues	\$325,000	\$0	\$0	\$0	\$0	\$325,000
Water Service Charges	\$3,500,000	\$3,500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$22,000,000
GRAND TOTAL	\$124,771,815	\$101,300,685	\$91,632,185	\$78,400,685	\$111,409,355	\$507,514,725

FY18 SOURCES OF FUNDING

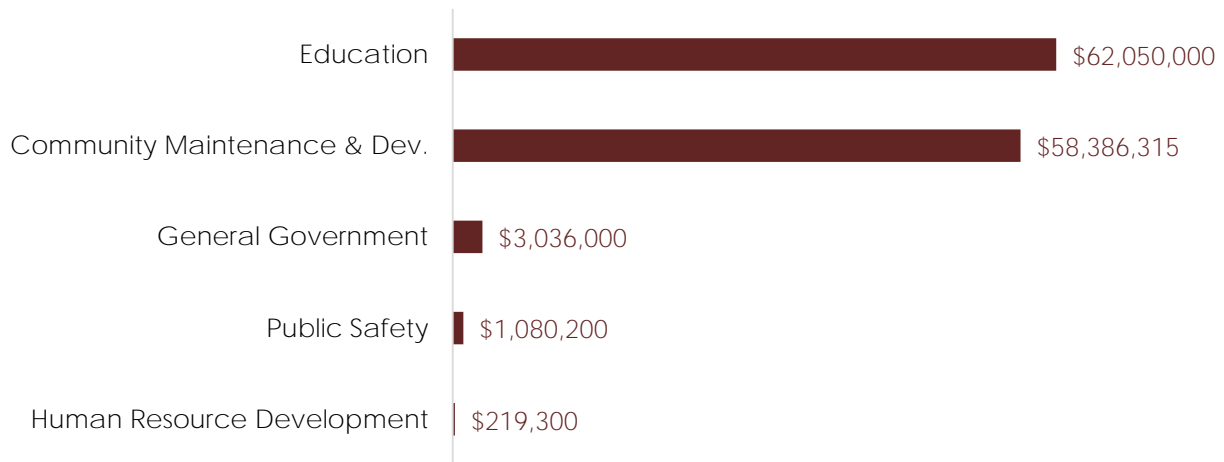
SOURCE OF FUNDING	EXPLANATION	FY18 FUNDING
Bond Proceeds	On March 1, 2017, the City sold \$56,545,000 in General Obligation Bonds to finance capital projects such as the King Open and Cambridge Street Upper Schools & Community Complex renovations, Harvard Square reconstruction, municipal buildings, and school renovations. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 2.3%.	\$74,800,000
Chapter 90	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.	\$2,564,540
Community Development Block Grant	The CDBG program provides funding to ensure decent affordable housing exists and services are provided to the most vulnerable in our community, and to aid in creating jobs through the expansion and retention of businesses.	\$1,274,945
Departmental Revenue	Revenue generated from user fees at the Fresh Pond Golf Course (\$20,000), War Memorial Recreation Center (\$48,000), Cable Television (\$141,330), and Building Permits (2,800,000).	\$3,009,330
MWRA	A loan from the Massachusetts Water Resources Authority.	\$8,500,000
Parking Revenue Fund	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 FY18 amount of \$1,258,000 includes Parking Fund Revenues (\$1,158,000) and Resident Parking Stickers (\$100,000).	\$1,258,000
Property Taxes	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$6,606,000
Sewer Bond Proceeds	Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction such as Huron and Concord Avenue and the Harvard Square surface improvements.	\$21,559,000
Sewer Service Charges	Revenues generated by sewer usage. The sewer rate reflects a rate increase of 7.7% for FY18. Charges cover 100% of operating and capital expenditures.	\$1,000,000

FY18 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY18 FUNDING
Street Preservation Offset Fund	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 streets, sidewalks, public rights of way, and public easements.	\$375,000
Tree Program Revenues	Revenue from the Tree Fund associated with the Tree Ordinance.	\$325,000
Water Service Charges	Revenues generated by water usage. The water rate reflects a 0% rate increase for the consumption period from April 1, 2017 through March 31, 2018. Charges cover 100% of operating and capital expenditures.	\$3,500,000
TOTAL FUNDS FROM ALL SOURCES		\$124,771,815

PUBLIC INVESTMENT APPROPRIATION PLAN

FY18 APPROPRIATION PLAN: \$124,771,815



FY18-22 APPROPRIATION PLAN

FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
General Government	\$3,036,000	\$3,130,000	\$3,230,000	\$3,330,000	\$3,430,000	\$16,156,000
Public Safety	\$1,080,200	\$990,000	\$905,000	\$930,000	\$1,095,000	\$5,000,200
Community Maintenance and Development	\$58,386,315	\$46,476,385	\$60,192,885	\$53,436,385	\$56,180,055	\$274,672,025
Human Resource Development	\$219,300	\$154,300	\$154,300	\$154,300	\$154,300	\$836,500
Education	\$62,050,000	\$50,550,000	\$27,150,000	\$20,550,000	\$50,550,000	\$210,850,000
GRAND TOTAL	\$124,771,815	\$101,300,685	\$91,632,185	\$78,400,685	\$111,409,355	\$507,514,725

FY18 PUBLIC INVESTMENT PROJECTS


PROJECT NAME	PROJECT CODE	FY18 AMOUNT
Finance: E-Gov Projects	FN18660	\$2,300,000
Finance: Participatory Budgeting - Cambridge Street Art Trail	PB18507	\$25,000
Finance: Participatory Budgeting - Hydration Stations in Four Locations	PB18505	\$37,000
Finance: Participatory Budgeting - Kinetic Energy Tiles	PB18504	\$50,000
Finance: Participatory Budgeting - Real-Time Bus Tracker Displays	PB18503	\$150,000
Finance: Participatory Budgeting - Safer Crosswalks for Busy Roads	PB18502	\$104,000
Finance: Participatory Budgeting - Solar Power Shines	PB18501	\$260,000
Finance: Participatory Budgeting - Upgrade the Moore Youth Center	PB18506	\$80,000
Public Celebrations: Public Art Conservation Program	PC18507	\$30,000
GENERAL GOVERNMENT TOTAL		\$3,036,000
PUBLIC SAFETY		
ECD: Dispatch Console Replacement Project	EC18510	\$110,000
ECD: Public Safety Information Technology Office Improvements	EC18511	\$15,000
Electrical: Streetlight Pole Replacement	EL18508	\$35,000
Fire: Fire Station Facility Maintenance	FI18514	\$25,000
Police: FY18 Firearm Replacement Project	PL18520	\$100,200
Police: RWH Public Safety Building Maintenance	PL18515	\$20,000
Traffic: Meter Technology Improvement Program	TR18523	\$200,000
Traffic: Parking Garage Restoration and Improvements	TR18518	\$300,000
Traffic: Traffic Signal Program	TR18512	\$275,000
PUBLIC SAFETY TOTAL		\$1,080,200
COMMUNITY MAINTENANCE AND DEVELOPMENT		
Cable TV: Media Arts Studio Hi-Definition Upgrade	CT18503	\$141,330
CDD: Economic Development - Biomedical Career Training Program	CD18712	\$99,000
CDD: Economic Development - Microenterprise Workshops	CD18729	\$32,000
CDD: Econ. Dev. - Small Business Enhancement & Interior Access Programs	CD18699	\$91,500
CDD: Economic Development - Storefront Improvements Program	CD18687	\$175,000
CDD: Housing - Affordable Housing Preservation & Development	CD18674	\$2,800,000
CDD: Housing - Affordable Housing Project Development	CD18963	\$91,590
CDD: Housing - Home Improvement Program	CD18735	\$474,895
CDD: Housing - Housing Mediation Program	CD18835	\$73,710
CDD: Housing - Housing Rehabilitation Assistance Program	CD18614	\$337,250
CDD: Housing - Tenant Organizing Services	CD18801	\$75,000
CDD: Transportation - Bicycle Parking Program	CD18848	\$50,000
CDD: Transportation - Bicycle Parking Special Projects	CD18955	\$33,000
CDD: Transportation - Bicycle Spot Improvements	CD18954	\$33,000
CDD: Transportation - Bus Stop Improvements	CD18953	\$34,000
CDD: Transportation - Grand Junction Path	CD18962	\$1,800,000
CDD: Transportation - Safe Routes to School Bike Fleet	CD18964	\$21,500
CDD: Transportation - Traffic Calming	CD18592	\$300,000
Public Works: Buildings - ADA Accessibility Improvements	PW18598	\$50,000
Public Works: Buildings - Energy Efficiency Projects	PW18781	\$100,000

FY18 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY18 AMOUNT
Public Works: Buildings - Flooring & Furnishings	PW18622	\$50,000
Public Works: Buildings - Harvard Square Kiosk and Plaza	PW18815	\$2,000,000
Public Works: Buildings - Municipal Facilities Improvement Plan	PW18625	\$7,000,000
Public Works: Cemetery - Cemetery Space Optimization and Beautification Project	PW18828	\$50,000
Public Works: Parks - Park Play Area Shade Structures	PW18829	\$50,000
Public Works: Parks - Park Surfacing Restoration Program	PW18830	\$150,000
Public Works: Parks - Park Water Conservation Program	PW18811	\$100,000
Public Works: Sewer/Stormwater - Alewife	PW18810	\$6,000,000
Public Works: Sewer/Stormwater - Cambridgeport	PW18820	\$3,000,000
Public Works: Sewer/Stormwater - Capital Repairs Program	PW18793	\$5,000,000
Public Works: Sewer/Stormwater - Climate Change	PW18831	\$500,000
Public Works: Sewer/Stormwater - Harvard Square	PW18816	\$2,625,000
Public Works: Sewer/Stormwater - Remedial Construction	PW18599	\$1,000,000
Public Works: Sewer/Stormwater - The Port	PW18812	\$12,934,000
Public Works: Streets - Complete Streets Reconstruction	PW18595	\$7,089,540
Public Works: Trees - Emerald Ash Borer Treatment	PW18804	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	PW18619	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	PW18819	\$425,000
Water: Drainage and Community Garden Project	WA18583	\$650,000
Water: Fresh Pond Master Plan Implementation	WA18534	\$250,000
Water: Reservoir Facilities Improvements - Upcountry	WA18562	\$120,000
Water: Reservoir Gaging Weather Station Maintenance	WA18581	\$180,000
Water: Water Meter Replacement	WA18569	\$1,000,000
Water: Water Works Construction	WA18543	\$1,200,000
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL		\$58,386,315
HUMAN RESOURCE DEVELOPMENT		
Human Services: Danehy Park Maintenance	HS18522	\$36,300
Human Services: DHSP/CLC Jefferson Park Gateways ESOL New Classroom Furnishings and Technology	HS18532	\$65,000
Human Services: Fresh Pond Golf Course Improvements	HS18509	\$20,000
Human Services: Human Services Buildings Maintenance	HS18530	\$25,000
Human Services: War Memorial Recreation Center Maintenance	HS18521	\$48,000
Library: Main Library Building Maintenance	LB18518	\$25,000
HUMAN RESOURCE DEVELOPMENT TOTAL		\$219,300
EDUCATION		
School: Amigos - Boiler Replacement/Gas Conversion	SC18934	\$500,000
School: Fletcher Maynard Academy - Exterior Improvements	SC18935	\$1,500,000
School: Furniture Replacement/School Facilities Maintenance	SC18938	\$50,000
School: King Open and Cambridge Street Upper Schools & Community Complex	SC18933	\$60,000,000
EDUCATION TOTAL		\$62,050,000
GRAND TOTAL		\$124,771,815

GENERAL GOVERNMENT

FINANCE: E-GOV PROJECTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The E-Gov Executive Committee recommends that the City invest \$2,300,000 in IT initiatives in FY18. FY18 E-Gov projects include PC replacement for public safety departments, document manager software, VoIP conversion at 250 Fresh Pond, and replacing all of the network hardware in the edge closets at the RWH Public Safety Building.</p>						
IMPACT ON OPERATING BUDGET						
<p>These projects will increase the workload of ITD staff as well as increase the City's software maintenance fees by approximately \$285,000.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$11,500,000
GRAND TOTAL	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$11,500,000
FY19-FY22 FUNDING						
<p>The City plans to use FY19-FY22 funding for future E-Gov projects 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 FY17, the City appropriated \$3,480,000 for IT initiatives. Major projects included budget software, a Peoplesoft E-Procurement/contracts, EnerGov for the Fire Department and License Commission, and replacing equipment.</p>			

GENERAL GOVERNMENT





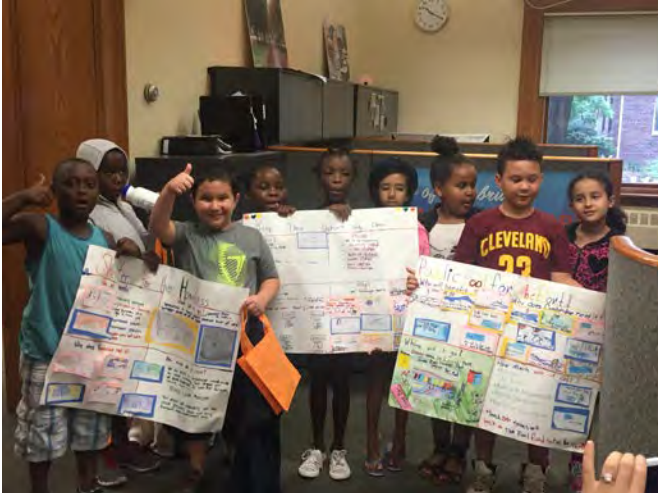
ADDITIONAL PROJECT INFORMATION		
DEPT.	E-GOV PROJECT AND DESCRIPTION	FY18 FUNDING
CDD	<i>Parking and Transportation Demand Management Database:</i> Replaces existing paper and access-based systems. This system will have a customer-facing report submission tool for property owners to fulfill their monitoring obligations. This public-facing submission tool will be fully integrated into a backend database and would replace the existing access database.	\$25,000
DHSP	<i>Find It Cambridge:</i> An innovative online resource that empowers families, youth, and those who support them to easily find the activities, services, and resources they are looking for in Cambridge.	\$30,000
DHSP	<i>DHSP/CLC Jefferson Park Gateways ESOL Program Technology Outfit:</i> 2 smartboards, 2 PCs, 5 laptops, 2 printers, and 1 multipurpose printer/scanner/copier.	\$60,000
DHSP	<i>Expanded Wifi Access for DHSP Programs in Addition to MLK School:</i> As we expand our use of technology, the infrastructure that supports this technology also needs to be expanded. This project will increase School Department wifi to support the use of wireless laptops and handheld devices, both in bandwidth and access.	\$70,300
DPW	<i>Integrate SeeClickFix Citizen Reporting Software with Cartegraph Work Order Asset Management System:</i> This project would integrate the DPW asset management software Cartegraph with the citizen reporting software Commonwealth Connect to better track work requests against City assets.	\$35,000
DPW	<i>Installation of Automatic Fueling Devices:</i> Continue installing automatic fueling devices on City vehicles. This project will improve security for the fuel pumps, collect better information for tracking vehicle efficiency, and make the process of using the City gas pumps easier for drivers.	\$50,000
DPW	<i>Expansion of Snow GPS/Software:</i> Continued enhancements to our snow operations tracking software, including better reporting to the public on snow operation status and improved reports for snow operation managers using vehicle GPS.	\$50,000
DPW	<i>Salt Spreader Controls in DPW Trucks:</i> Install computer systems in DPW trucks to control the application of road salt.	\$30,000
DPW	<i>GPS Units for DPW Fleet:</i> Install GPS units on all DPW vehicles to support DPW operations. GPS units will provide vehicle diagnostic information, including idling time, fuel efficiency, and engine failure codes.	\$81,000
ECD	<i>Live Scan Replacement:</i> To replace the second Live Scan for Booking station at Police Headquarters.	\$30,000
ECD	<i>Public Safety Asset Management:</i> To implement a more efficient asset management tool for all public safety departments.	\$10,000
ECD	<i>ShotSpotter Expansion:</i> To expand coverage area for Shot Spotter (firearm detection system) to other high priority areas.	\$50,000
ECD	<i>PSIT AV Replacement and Maintenance:</i> To maintain, support, and replace aging audiovisual equipment in various community rooms, conference rooms, training facilities, and classrooms in Fire, Police, and Emergency Communications.	\$80,000
Finance	<i>Implement MUNIS Cash Management:</i> Implementation of a new MUNIS module, MUNIS Cash Management. The project will require an upgrade to MUNIS version 2017.1.	\$35,000

GENERAL GOVERNMENT

DEPT.	E-GOV PROJECT AND DESCRIPTION	FY18 FUNDING
IT	<i>Healy Network Edge Switches:</i> Replace all of the network hardware in the edge closets at the Healy Public Safety Building.	\$300,000
IT	<i>Juniper Wireless Replacement:</i> This will replace the router that is the gateway between Level3 internet and City of Cambridge.	\$100,000
IT	<i>VoIP conversion at 250 Fresh Pond:</i> Convert all telephones at 250 Fresh Pond from Centrex and key systems to VoIP.	\$115,000
IT	<i>VoIP conversion at 806 Mass Ave:</i> Replace all key system and Centrex phones at 806 Mass Ave.	\$42,000
IT	<i>Network and Application Pen Test:</i> Now that we have a new website and new firewall, it is time to retest the overall web and network for logical security.	\$75,000
IT	<i>New Host Storage and Licensing for DMZ:</i> Replace aged equipment for DMZ (Library and DHSP).	\$75,000
IT	<i>Juniper Router Replacement:</i> The existing router is 10 years old and is no longer supported. A new router will enable faster speeds and act as gateway to other ISPs.	\$80,000
IT	<i>Document Management:</i> Document management software will be paired with a comprehensive set of policies to guide staff as they create new documents, index existing records, and regulate retention schedules.	\$100,000
IT	<i>Printer Replacement:</i> Annual printer replacement budget.	\$35,000
IT	<i>PC Replacement Cycle:</i> Annual PC replacement for public safety departments.	\$269,200
Law	<i>Legal Practice Management Software:</i> This software will allow attorneys and support staff in the Law Department to save information in one central location, share documents, access samples, and generate pleadings indices, among other helpful features.	\$57,000
Library	<i>Expanding Access to Modern Scanning Technology:</i> Will replace a photocopier at the Central Square Branch Library and two inexpensive scanners at the Main Library with a Scannix.	\$17,500
Library	<i>Five-Year Replacement Cycle for Library Computers and Printers:</i> This is the first year of a schedule that will place the Library's 375 computers and printers on a regular 5-year replacement cycle, bringing the Library into compliance with the City's IT standards.	\$77,000
Library	<i>3M Self-Check Stations (10):</i> Self-checkout stations provide the option for individuals to check out their own materials, enjoying privacy and avoiding lines.	\$85,000
PIO	<i>Multi-Departmental Community Engagement Pilot Program:</i> SMS-based solution for seeking input and feedback, "virtual town meeting forum" solutions, and "telephone Town Meeting" solution or other innovative solutions that arise.	\$20,000
PIO	<i>CommonGround:</i> Intranet needs to be reinvented and updated to make a useful internal communications portal.	\$50,000
ECD	<i>ECC PC Refresh:</i> Replace all 911 Center workstations (excluding Attendant Console PCs).	\$61,000
Police	<i>RWH Security - Field Hardware Replacement:</i> Replace all the field hardware associated with the operation of our security system card readers, door openers, power supplies, and field wiring.	\$105,000
TOTAL FY18 E-GOV FUNDING		\$2,300,000





GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>4,730 Cambridge residents age 12 and older voted in the City's third Participatory Budgeting (PB) vote from December 3-9, 2016. Seven winning projects ranging from kinetic energy tiles to public art won \$706,000 in FY18 capital funding. Please see the following pages for individual project details.</p> <p>The next PB process will take place from May to December 2017, when residents will decide how to spend \$800,000 of the FY19 capital budget on projects to improve the community.</p>						   
IMPACT ON OPERATING BUDGET						
<p>The Budget Office's operating budget already includes \$4,500 in Salaries and Wages to hire one PB intern each year and funding in Other Ordinary Maintenance to support PB implementation costs (design and printing of outreach materials, T-shirts and food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc.). Design costs have decreased over time.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$0	\$800,000	\$900,000	\$1,000,000	\$1,100,000	\$3,800,000
GRAND TOTAL	\$0	\$800,000	\$900,000	\$1,000,000	\$1,100,000	\$3,800,000
FY19-FY22 FUNDING						
<p>The City expects FY19-22 Participatory Budgeting funding to increase by \$100,000 each year.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>4,184 residents voted during the second PB cycle to spend \$600,000 in FY17 capital funding on seven winning projects. 2,727 residents voted during the first PB cycle to spend \$528,000 in FY16 capital funding on six winning projects.</p>			



GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - CAMBRIDGE STREET ART TRAIL

FY18 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>From the PB proposal: "The Cambridge Street Art Trail will be a series of murals and traditional graffiti created by local artists throughout Cambridge on public walls and pathways. The City-approved street art will be a display of the vibrancy and diverse heritage of Cambridge, encourage community engagement, and provide art opportunities freely accessible to residents of all ages and backgrounds. There will be two parts to this project: one will be artworks commissioned by the City and the second will be a designated space where all artists may collaborate and contribute (similar to 'Graffiti Alley' in Central Square).</p> <p>This project will help foster and bring recognition to budding artists who normally would not have the resources to launch or pursue a more traditional art career and engage the city in cultural growth. Street art also provides a platform to share ideas, beliefs, and display the character of a community and presents a valuable opportunity to revitalize and engage residents to support their public spaces." For more details on this project, please visit pb.cambridgema.gov/pbcycle3.</p>							  
IMPACT ON OPERATING BUDGET							
This project will increase the workload of the Arts Council staff.							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL	
Property Taxes	\$25,000	\$0	\$0	\$0	\$0	\$25,000	
GRAND TOTAL	\$25,000	\$0	\$0	\$0	\$0	\$25,000	
FY19-FY22 FUNDING							
This is a one-time project.							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				There was no prior year funding for this project.			




GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - HYDRATION STATIONS IN FOUR LOCATIONS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>From the PB proposal: "Additional water fountains and bottle refill stations will help residents stay hydrated and reduce waste from plastic bottles! One of the new fountains will be designed to reflect Cambridge, like the artistic water fountain at Fresh Pond.</p> <p>This project will install four fountains and/or water bottle refill stations (at \$8,000/station) at public places across the city to encourage people to drink more water and use fewer disposable plastic bottles. Suggested locations include Danehy Park in North Cambridge, Harvard Square (possibly Winthrop Park), Joan Lorentz Park (Main Library) and Hastings Square in Cambridgeport. This proposal also allocates funds (\$5,000) to incorporate public art into at least of these fountains. The nature-inspired drinking fountain at Fresh Pond is an excellent example of how these features can be functional and beautiful!"</p>						
IMPACT ON OPERATING BUDGET						
This project will increase the workload of DPW and Water Department staff.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$37,000	\$0	\$0	\$0	\$0	\$37,000
GRAND TOTAL	\$37,000	\$0	\$0	\$0	\$0	\$37,000
FY19-FY22 FUNDING						
This is a one-time project.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>A similar PB project for five water bottle fill stations won \$40,000 in FY17 capital funds.</p>			




GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - KINETIC ENERGY TILES

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>From the PB proposal: "Brought to you by CRLS students. When force is applied to the kinetic energy tiles, whether it be footsteps, bikes, wheelchairs, etc., there is energy generated. Over the summer, we did a lot of pedestrian counting with CDD in order to see where the most amount of energy would be generated. The areas that would generate the most amount of energy include: Harvard, Kendall Square, and the public high school. A less acknowledged benefit of these tiles are their possible impacts on the Cambridge Rindge and Latin science classes, and how they can be implemented into existing curriculum for STEM classes. Students will also learn how clean energy works, and the physical mechanics of these tiles. The tiles also come with an energy display, which shows how much energy is being generated. This will visually show people that they are saving energy, and they will be more likely to save energy in the future. The City's cost estimate of \$50,000 includes \$35,000 to purchase approximately 280 square feet of tiles (about 17 tiles) and \$15,000 for installation." Suggested locations are CRLS and Harvard Square.</p>						 
IMPACT ON OPERATING BUDGET						
This project will increase the workload of CDD staff.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GRAND TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$50,000
FY19-FY22 FUNDING						
This is a one-time project.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			There was no prior year funding for this project.			



GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - REAL-TIME BUS TRACKER DISPLAYS

FY18 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>From the PB proposal: "This project proposes installing solar-powered bus tracking displays with real-time arrival information at high-use bus stops throughout the City of Cambridge. Similar to an e-book reader, e-ink displays are black-and-white and reflect light like paper. This makes reading comfortable, including in direct sunlight. E-ink also allows for a large viewing angle, wider than most light-emitting displays, and new, high-contrast e-ink technologies are ADA compliant. Because they reflect light, e-ink displays also require little power and do not need to be wired to the city grid. Solar power charges a reserve battery, and the ruggedized displays operate at a wide temperature range and resist vandalism.</p> <p>Locating the displays at high-use bus stops in all city neighborhoods would serve the widest range of residents. The displays could be mounted near the city's existing bus shelters throughout Cambridge at the busiest bus stops, with priority given to environmental justice areas, near senior housing developments, hospitals, and other locations where access to real-time transit data is of particular benefit. (See the attached map for specific recommended installation locations.) The City estimates \$15,000 per screen for a total cost of \$150,000."</p>							 
IMPACT ON OPERATING BUDGET							
This project will increase the workload of CDD and TPT staff.							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL	
Property Taxes	\$150,000	\$0	\$0	\$0	\$0	\$150,000	
GRAND TOTAL	\$150,000	\$0	\$0	\$0	\$0	\$150,000	
FY19-FY22 FUNDING							
This is a one-time project.							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				There was no prior year funding for this project.			




GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - SAFER CROSSWALKS FOR BUSY ROADS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>From the PB proposal: "This project would fund the installation of six rectangular rapid flashing beacons at high-risk crosswalks throughout the city. Four of these beacons would be placed on typical streets (\$15,000 each); the other two would be placed on crosswalks with a median (\$22,000 each). The potential locations below reflect high-priority crosswalks according to participatory budgeting proposals and multi-year crash data available on the Cambridge open data portal. The final location of the flashing beacons would be subject to feasibility constraints and would be decided by the TPT Department.</p> <p>Potential rapid flashing beacon locations by proposal suggestions: Mass. Ave. at Edmunds Street; River Street at Blackstone Street; Cambridge Street at Prescott Street; Cambridge Street at Irving Street; Kirkland Street at Irving Street; Kirkland Street at Roberts Street; Hampshire Street at Elm Street; Broadway at Norfolk Street; Broadway at Tremont Street; Broadway at Prescott Street; Broadway at crosswalk near CRLS; Broadway at Ellery Street; Sherman Street by Cadbury Common. Potential rapid flashing beacon locations by pedestrian incident severity: Mass. Ave. at Dana Street; Mass. Ave. at Temple Street; Mass. Ave. at Pearl Street; Mass. Ave. at Norfolk Street."</p>						
IMPACT ON OPERATING BUDGET						
This project will increase the workload of TPT staff.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$104,000	\$0	\$0	\$0	\$0	\$104,000
GRAND TOTAL	\$104,000	\$0	\$0	\$0	\$0	\$104,000
FY19-FY22 FUNDING						
This is a one-time project.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			There was no prior year funding for this project.			





GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - SOLAR POWER SHINES

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will install solar panels on the Main Library rooftop. From the PB ballot: "Let's power the public library with clean, renewable energy! Adding solar panels to our main library will help Cambridge meet our climate goals by reducing emissions, saving money over time, and serving as an example for patrons." Work is underway to study and design the system, with installation scheduled for FY18.</p>						 
IMPACT ON OPERATING BUDGET						
<p>This project will increase the workload of DPW and CDD staff.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$260,000	\$0	\$0	\$0	\$0	\$260,000
GRAND TOTAL	\$260,000	\$0	\$0	\$0	\$0	\$260,000
FY19-FY22 FUNDING						
<p>This is a one-time project.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>There was no prior year funding for this project.</p>			



GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING - UPGRADE THE MOORE YOUTH CENTER

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>From the PB proposal: "The Moore Youth Center is outdated compared to other youth centers. New furniture and equipment will help bring more youth to the center. Redoing the Moore Youth Center would benefit a vital part of the Cambridge Community. This youth center provides food, shelter, and all the resources teenagers need to succeed throughout their high school lives. As Cambridge residents, we need to focus our time and energy on projects that have a permanent impact on the youth community.</p> <p>Improving/upgrading the Moore Youth Center's furniture, printers, speakers, and purchasing a laminator will draw more attention and youth to the center. These improvements would also encourage teenagers to stay off the streets and come to the youth centers. Kids have a good time at the center playing basketball, doing their homework, watching TV, playing cards, and participating in center programs, but they need better equipment and furniture."</p>						  
IMPACT ON OPERATING BUDGET						
This project will increase the workload of DPW and DHSP staff.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$80,000	\$0	\$0	\$0	\$0	\$80,000
GRAND TOTAL	\$80,000	\$0	\$0	\$0	\$0	\$80,000
FY19-FY22 FUNDING						
This is a one-time project.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		


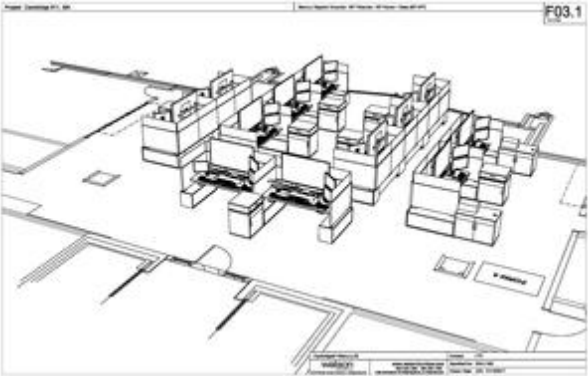
GENERAL GOVERNMENT

PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Each year, approximately 200 artworks in the City-owned public art collection receive routine assessment, cleaning, and maintenance. In addition, more extensive maintenance is done for 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 detailed project-based information, image and video files that document conservation efforts, and the database that contains the collection's care information and history. Together, this work ensures that public art assets are consistently well-maintained and contribute positively and safely to the experience of the Cambridge community.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
FY19-FY22 FUNDING						
<p>Funding for the Public Art Conservation Program in FY19-FY22 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 staff to prioritize and address the more significant conservation and maintenance issues that occur as artworks age over time or involve more complex materials and technology.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding covered assessments and routine maintenance of artwork in parks, schools, libraries, fire stations, and senior centers. Staff responded to soot damage on murals after the major fire on Berkshire Street. A major restoration and re-installation of nine artistic valve plate covers at the Water Treatment Facility was also completed.</p>			



PUBLIC SAFETY

ECD: DISPATCH CONSOLE REPLACEMENT PROJECT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Emergency Communications dispatch console desks are approximately 10 years old and because they are height adjustable and the motors are located inside the legs, there is no preventive maintenance that can be done to avoid constant repairs. Two additional consoles will be added to the ECD workspace in anticipation of the NextGen 911 system, which is expected to increase call volume.</p>						
IMPACT ON OPERATING BUDGET						
<p>It is unclear at this time what the impact/cost on the operational budget will be as we need to implement a preventative maintenance contract for the consoles once replaced. This will be determined when the plan for console replacement is reviewed/approved.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$110,000	\$110,000	\$0	\$0	\$0	\$220,000
GRAND TOTAL	\$110,000	\$110,000	\$0	\$0	\$0	\$220,000
FY19-FY22 FUNDING						
<p>This funding for this project will be phased into FY19.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was not funded in the previous year.</p>			



PUBLIC SAFETY

ECD: PUBLIC SAFETY INFORMATION TECHNOLOGY OFFICE IMPROVEMENTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>As a result of the Public Safety Information Technology (PSIT) reorganization, ECD needs to restructure its workspace. ECD will redesign the workspace to increase desks, chairs, and storage to accommodate personnel expansion as well as a more collaborative workspace for the PSIT team.</p>						
IMPACT ON OPERATING BUDGET						
<p>There will be no impact on operating budget as this is a one-time cost for restructuring the office for the PSIT team.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$15,000	\$0	\$0	\$0	\$0	\$15,000
GRAND TOTAL	\$15,000	\$0	\$0	\$0	\$0	\$15,000
FY19-FY22 FUNDING						
<p>No additional funding is anticipated.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was not funded in the previous year.</p>		



PUBLIC SAFETY

ELECTRICAL: STREETLIGHT POLE REPLACEMENT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project replaces original aging steel streetlight poles with aluminum poles. An allocation of \$35,000 in FY18 will be used to continue this project.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
GRAND TOTAL	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
FY19-FY22 FUNDING						
<p>Funding will continue annually.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>281 steel streetlight poles have been replaced as part of the City's goal to replace all 440 original poles.</p>			



PUBLIC SAFETY

FIRE: FIRE STATION FACILITY MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Fire Department utilizes an in-house public construction carpentry crew to manage the numerous small repair projects that exist among the City's eight fire stations. Utilizing City carpenters has enabled the Department to complete small projects in a timely fashion and prevent delayed maintenance items from becoming large capital projects.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>This project will help minimize maintenance expenses.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
FY19-FY22 FUNDING						
<p>Funding will continue annually to maintain the fire stations throughout the city.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, clothes washers and dryers were installed at Engines 3, 6, and 9. Firefighter uniforms, which are often exposed to bio-hazards and other contaminants, can be laundered onsite at the fire stations.</p>			



PUBLIC SAFETY

POLICE: FY18 FIREARM REPLACEMENT PROJECT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, the Police Department will replace its aging firearms for all sworn police personnel as part of their uniform equipment. Current firearms carried by police personnel are approximately 10 years old. Funds for this project will be used to purchase firearms that offer options for different sized frames. The Department will seek to offset some of the cost by trading in the old firearms.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will have no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$100,200	\$0	\$0	\$0	\$0	\$100,200
GRAND TOTAL	\$100,200	\$0	\$0	\$0	\$0	\$100,200
FY19-FY22 FUNDING						
<p>The Police Department seeks a rotational cycle for replacement of approximately 10 years.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no prior year funding for this project.</p>		



PUBLIC SAFETY

POLICE: LIFE SAVING BODY ARMOR

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Police Department replaces life saving body armor (protective vests) for its police officers in accordance with departmental policies, procedures, and collective bargaining agreements. The useful life of such vests worn regularly is five years.</p>						
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$0	\$0	\$0	\$0	\$165,000	\$165,000
GRAND TOTAL	\$0	\$0	\$0	\$0	\$165,000	\$165,000
FY19-FY22 FUNDING						
<p>The Department is seeking to replace approximately 185 vests in FY22 in order to remain in compliance and remain on the necessary rotational cycle.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY17, the Department replaced approximately 200 of the vests purchased in 2012.</p>		


PUBLIC SAFETY

POLICE: RWH PUBLIC SAFETY BUILDING MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY18 allocation of \$20,000 will fund various maintenance projects to maintain the integrity of the RWH Public Safety Building. These projects include painting in multiple locations throughout the building, touching up common areas that are heavily traveled, extensive cleaning projects, and repairing the carpets on various floors within the five-story facility. In addition, the Police Department will continue fire alarm maintenance and testing within the building. This allocation will also fund any unanticipated repair needs.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will help minimize costs of repairs and maintenance calls.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
FY19-FY22 FUNDING						
<p>Funding will continue annually in order to maintain the RWH Public Safety Building.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$20,000 in FY17 funds was used to do repairs and maintenance throughout the Public Safety Building.</p>			


PUBLIC SAFETY

TRAFFIC: METER TECHNOLOGY IMPROVEMENT PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Meter Technology Improvement Program will help replace existing pay stations (Luke machines) as they reach the end of their life cycle. The program also aims to replace existing conventional street meters in high demand areas with smart meters. Smart meters allow customers to pay with coins and credit cards directly at the meters. This technology will allow the City to manage its parking supply and pricing more efficiently. This initiative will start as a pilot program to allow the Traffic, Parking & Transportation Department to understand the operational and budget impacts of a larger rollout.</p>						<p>\$</p>
IMPACT ON OPERATING BUDGET						
<p>The Meter Technology Improvement Program minimizes costs to maintain and repair existing meters and pay stations. The new smart meters will enable the City to save costs by salvaging existing meter parts to repair broken old meters. The technology will provide better management data on cash collection reconciliation and will help increase revenue. Deployment of the new smart meter equipment will have operating cost impacts associated with data communication and credit card fees.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Parking Fund Revenues	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY19-FY22 FUNDING						
<p>Future funding will be used to gradually replace obsolete meters and pay stations with newer equipment.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was not funded in the previous year.</p>			


PUBLIC SAFETY

TRAFFIC: PARKING GARAGE RESTORATION AND IMPROVEMENTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funding of \$300,000 will be used for garage repairs and maintenance. Repairs are needed for the elevator, metal pipes, and cracks in the garages. Restoration maintenance is necessary prior to completion of the redevelopment of the East Cambridge Courthouse, given the likely need to lease 420 parking spaces to that project.</p>						<p>\$</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	FY18	FY19	FY20	FY21	FY22	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
FY19-FY22 FUNDING						
<p>Future year funding will be used to undertake parking garage repairs as needed. By spending \$300,000 per year in FY19-FY22, necessary capital repairs will be completed at the Green Street and First Street garages.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, entry gates were replaced with hydraulic gate lifts that are able to sustain cold weather conditions. Repairs were also made on a drain pipe that had burst in one of the garages.</p>			


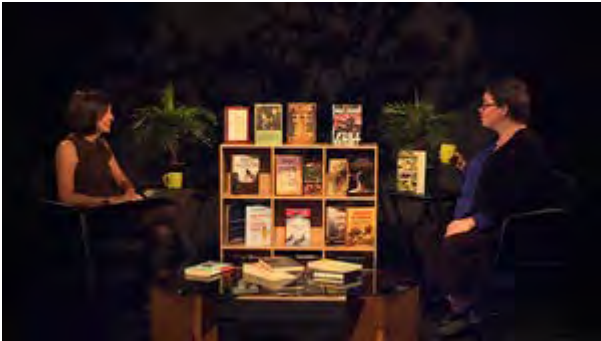
PUBLIC SAFETY

TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funds will be used to upgrade and modernize the traffic signal system. Improvements include equipment cabinet and controller upgrades, cabling and conduit installation, audible pedestrian signals, pole-mounted push button upgrades, rapid flashing beacons, wired and wireless connectivity for traffic signals, loop and microwave detection for vehicles and bicycles, and permanent count stations to track vehicle and bicycle volume trends.</p> <p>As we begin to implement the City’s Vision Zero program, audible pedestrian systems and other traffic signal modifications will be needed to align with this critical City initiative.</p>						<p>\$</p> 
IMPACT ON OPERATING BUDGET						
Upgrades will minimize maintenance and repair costs in the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Parking Fund Revenues	\$275,000	\$300,000	\$325,000	\$350,000	\$350,000	\$1,600,000
GRAND TOTAL	\$275,000	\$300,000	\$325,000	\$350,000	\$350,000	\$1,600,000
FY19-FY22 FUNDING						
<p>Future year funding will be used for traffic signal system improvements with specific projects to be determined each year. During FY18, the Department will work to develop a more detailed capital plan for expenditures on traffic signals and technology initiatives relating to Vision Zero.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, the Traffic Department used \$130,000 to install accessible pedestrian signals at four locations, install loop detection at three locations, install a rapid flashing beacon at one location, install school zone flashers at two locations, install new cabinets/controllers at three locations, and prep wireless interconnection for six locations.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CABLE TV: MEDIA ARTS STUDIO HI-DEFINITION UPGRADE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to remain consistent with current production and broadcast standards, 22-CityView will continue to upgrade the Media Arts Studio facility to include LED lighting on the production grid. We will also replace some of the studio furniture and explore the use of modular production sets that will allow for a number of set configurations:</p> <ul style="list-style-type: none"> • \$10,000 for a studio maintenance contract (this will be a shared recurring cost) • \$30,000 studio LED lighting upgrade (shared by both users) • \$1,500 for studio chairs (one-time purchase shared by both users) • \$50,000 modular set design (22-CityView) • \$13,000 Sony Anycaster Touch Content Producer (22-CityView) 						
IMPACT ON OPERATING BUDGET						
Maintenance and repair costs may increase with equipment over time.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Departmental Revenue	\$141,330	\$141,330	\$141,330	\$141,330	\$0	\$565,320
GRAND TOTAL	\$141,330	\$141,330	\$141,330	\$141,330	\$0	\$565,320
FY19-FY22 FUNDING						
This project will be funded through FY21.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			FY17 funding of \$141,330 was used to upgrade studio equipment.			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>For FY18, an allocation of \$99,000 of CDBG funds will support nine 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. This program provides economic empowerment to the eligible residents who participate.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
GRAND TOTAL	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
FY19-FY22 FUNDING						
<p>Depending on federal funding levels, \$99,000 in future allocations will be used to continue offering training opportunities to eligible NRS residents.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$99,000 was used in FY17 to support Biomedical Career Training Program activities.</p>			





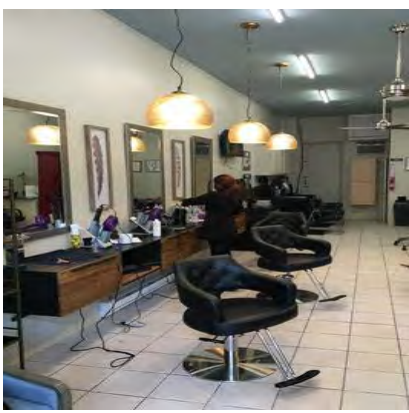
COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>For FY18, an allocation \$32,000 of CDBG funds will support the Business Development Services program for Cambridge businesses, the 10-week business planning program, and the Cambridge Entrepreneurship Assistance Program. These programs provide business development workshops and counseling services to new and emerging income-eligible entrepreneurs in Cambridge. These programs also provide economic empowerment and growth to the residents and business owners who participate.</p>						   
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	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
FY19-FY22 FUNDING						
Depending on federal funding levels, \$32,000 in future allocations will be used to continue offering these business development workshops, the business planning program, and the Cambridge Entrepreneurship Assistance Program.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, funding supported microenterprise training workshops in topics such as: search engine optimization, shopify, Instagram, email marketing, personal branding, financing strategies, WordPress, customer experience, social media metrics, and a 10-week business planning course.</p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEV. - SMALL BUSINESS ENHANCEMENT & INTERIOR ACCESS PROGRAMS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY18 allocation of \$91,500 of CDBG funds will support the City’s economic development programs for low and moderate-income individuals through the Small Business Enhancement Program. The program includes in-store consultations and implementation grants. 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 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 people with disabilities. 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
GRAND TOTAL	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
FY19-FY22 FUNDING						
Future allocations will continue at the same level if program participation remains high and CDBG funding is available to support this highly successful program.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding of \$91,500 allowed for businesses to receive grants for new kitchen equipment, ADA bathrooms, new marketing materials, and website design assistance. By end of FY17, 35 businesses will have received in-store consultations and/or grants through the Small Business Enhancement and Interior Access Programs.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT


CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY18 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>In FY18, an allocation of \$175,000 will support the City’s Storefront Improvements Program. This program enables participating businesses to remove barriers to accessibility and improve their overall storefront appearance. These upgrades are often challenging for small businesses due to their high cost. 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>	   

IMPACT ON OPERATING BUDGET
<p>There is no direct financial or personnel impact on the operating budget.</p>

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000
GRAND TOTAL	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000

FY19-FY22 FUNDING
<p>\$175,000 in future allocations will be used to continue offering storefront improvements, including architectural barrier removal.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>FY17 funding of \$175,000 continued storefront improvements, including architectural barrier removal. By the end of FY17, 22 projects will be complete, including 17 signage and 5 façade/accessibility improvement projects for various amounts. This funding has facilitated restoration of many of the city’s historic retail storefronts and contributed to street-level vibrancy throughout Cambridge, as demonstrated by the recently completed project shown at left.</p>






COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PRESERVATION & DEVELOPMENT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This new allocation of funds will supplement annual allocations of Community Preservation Act (CPA) funds committed to preserve and create permanently affordable housing for low, moderate, and middle-income residents. Dedicating City funds in excess of CPA funds will advance the Affordable Housing Trust and CDD efforts to address the City Council’s goal of pursuing opportunities to create new affordable units while also protecting existing affordable housing. These funds will be appropriated to the Affordable Housing Trust, which will review and approve specific affordable housing preservation and development efforts.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Departmental Revenue	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$14,000,000
GRAND TOTAL	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$14,000,000
FY19-FY22 FUNDING						
<p>The City expects to continue this capital allocation to the Affordable Housing Trust from FY19 through FY22 so that the Affordable Housing Trust has resources necessary to advance efforts toward meeting affordable housing preservation and development goals.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p><i>Left: Port Landing - 20 affordable rental units completed in FY17 with funds from the Affordable Housing Trust fund.</i></p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, \$91,590 of CDBG funds will 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$91,590	\$0	\$0	\$0	\$0	\$91,590
GRAND TOTAL	\$91,590	\$0	\$0	\$0	\$0	\$91,590
FY19-FY22 FUNDING						
<p>Future allocations for affordable housing will be made through the Affordable Housing Trust Fund.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In the previous years, CDBG funding was used to preserve and develop affordable housing, including affordable units at Auburn Court where a refinancing in FY17 allowed for the creation of nine new affordable rental units.</p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY18 allocation of \$474,895 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$474,895	\$474,895	\$474,895	\$474,895	\$474,895	\$2,374,475
GRAND TOTAL	\$474,895	\$474,895	\$474,895	\$474,895	\$474,895	\$2,374,475
FY19-FY22 FUNDING						
<p>Depending on federal funding levels, \$474,895 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding provided financial assistance and housing stabilization services, which assisted 45 residents with needed home repairs and improvements.</p>			






COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING MEDIATION PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$73,710 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$73,710	\$73,710	\$73,710	\$73,710	\$73,710	\$368,550
GRAND TOTAL	\$73,710	\$73,710	\$73,710	\$73,710	\$73,710	\$368,550
FY19-FY22 FUNDING						
<p>Depending on federal funding levels, \$73,710 in future allocations will be used to continue this program, supplemented by property tax funds.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding of \$108,710 supported efforts to mediate or otherwise resolve more than 100 cases of housing-related conflicts among tenants, multi-family owners, and homeowners, and offer assistance for condominium owners in associations with affordable homes.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING REHABILITATION ASSISTANCE PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY17 allocation of \$337,250 of CDBG funds will support the Housing Rehabilitation Assistance Program, which offers out of school 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
GRAND TOTAL	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
FY19-FY22 FUNDING						
<p>Depending on federal funding levels, \$337,250 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding of \$337,250 supported 100 youth participating in employment and rehab skills training.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - TENANT ORGANIZING SERVICES

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, an allocation of \$75,000 of CDBG funds will support the services of an agency to provide advocacy services and support to low and moderate-income tenants 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.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Community Development Block Grant	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
GRAND TOTAL	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
FY19-FY22 FUNDING						
<p>Depending on federal funding levels, \$75,000 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY17 funding was used to support efforts to assist tenants in buildings facing expiring use restrictions to identify problems and offer interventions to tenants, and to support preservation efforts to extend affordability commitments and keep people in their homes.</p> <p><i>Left: The City continues efforts for the preservation of affordability at buildings with expiring use restrictions, such as the Fresh Pond Apartments on Huron Ave.</i></p>		






COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, an allocation of \$50,000 will be used for the procurement and installation of at least 120 bicycle parking racks, primarily in the main business districts, small business districts in neighborhoods, schools, municipal buildings, and other locations based on public requests. In addition, funds will be used to install seasonal bicycle parking corrals that will take the place of on-street vehicle parking spaces in locations with limited sidewalk space, heavy pedestrian traffic, and high bicycle parking demand.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	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
FY19-FY22 FUNDING						
<p>\$50,000 in future allocations will be used to continue the procurement and installation of approximately 120 bicycle racks per year as well as the installation of seasonal on-street bicycle parking corrals. Funds will also be used for the maintenance of Cambridge's 13 bicycle repair stations.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding is being used for the procurement and installation of approximately 120 bicycle racks and the installation of seasonal on-street bicycle parking corrals. Installation began in fall 2016 and will continue in spring 2017. Four bicycle parking corrals will be deployed over the winter season as a pilot program for year-round corral deployment.</p> <p><i>Left: A seasonal bicycle parking corral was placed in the heart of Harvard Square, a new location for FY17.</i></p>			







COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING SPECIAL PROJECTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, an allocation of \$33,000 will be used for the procurement and installation of one bicycle parking shelter at either a school or another municipal building to protect bicycles from precipitation and encourage employee and visitor cycling.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Parking Fund Revenues	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
FY19-FY22 FUNDING						
<p>\$33,000 per year in future allocations will be used for the procurement and installation of bicycle parking shelters at municipal buildings to protect bikes from precipitation and encourage employee and visitor cycling. Funds will also be used for complex bike parking projects that require new concrete, asphalt, or brick surfaces.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY17 funding was used to install one bicycle parking shelter at a Cambridge public school to protect bicycles from precipitation and encourage student and employee cycling to school.</p> <p><i>Left: Improved and weather-protected bicycle parking at the City Hall Annex, funded by prior Bicycle Parking Special Projects.</i></p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, 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 generally include changes to curbs and other streetscape elements to allow for bicycle lanes and protected bicycle facilities to be installed.</p>						    
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
FY19-FY22 FUNDING						
<p>\$33,000 in future allocations will be used to make physical improvements for cycling on an ongoing basis. Examples of projects being evaluated for the program include providing a separated contraflow bicycle lane on Brattle Street between Elliot and Mason and an improved connection from the Minuteman Bikeway to the Alewife MBTA station.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding (\$33,000) was used to enhance the Linear Park connection across Mass. Ave., with curb changes and new bicycle signals. These improvements will aid cyclists who want to connect to Linear Park from Mass. Ave. as well as people walking or bicycling across Mass. Ave. This project was identified as an action item in the Cambridge Bicycle Plan.</p> <p><i>Left: Linear Park/Mass. Ave. before improvements.</i></p>			







COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, \$34,000 will be used to improve customer experience, reduce conflicts between buses and other roadway users, and improve the ability of bus operators to both pull up to the stop and provide easy boarding and alighting. An initial annual allocation of \$34,000 was committed for a three-year pilot program, based on the transit planning process. Due to the success of the pilot and the prioritization of this work by the Transit Advisory Committee, an ongoing allocation is now being used to implement improvements in each fiscal year going forward.</p>						   
IMPACT ON OPERATING BUDGET						
<p>There could be an impact on the operating budget if an improvement, such as real-time information signs, requires a data plan and maintenance. Design work, if needed, could be funded from existing operating budget items (Transit Strategic Planning Consultant).</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$170,000
GRAND TOTAL	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$170,000
FY19-FY22 FUNDING						
<p>It is anticipated that an ongoing annual allocation of \$34,000 will be required to implement priority projects identified by the Transit Advisory Committee. Future needs include purchasing and installing City-owned shelters where JC Decaux shelters cannot be installed, purchasing and installing non-shelter bus stop amenities such as benches and leaning bars, and constructing floating bus stops at locations of high conflict or increased desire for cyclist safety. Real-time signs have been funded for FY18 through Participatory Budgeting, but additional customer information is needed related to wayfinding in various locations and could be funded through this capital allocation.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Funds from prior years have been used to construct curb extensions to fit bus shelters and allow buses to pull up flush to the curb (e.g. Green Street at Pearl Street) as well as installation of real-time signs at bus stops in Inman Square.</p> <p><i>Left: Crowded bus stop conditions on Green Street.</i></p>			







COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - GRAND JUNCTION PATH

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$10 million is funding design and construction of a multi-use path/greenway along the Grand Junction railroad right of way from Broadway to the city line. Funds will be used to complete a path design that works with future transit options and includes roadway crossing designs from Massachusetts Avenue north to the Somerville line. Design review will be coordinated with MassDOT and the MBTA, which own and operate trains in the right of way. The design and construction of a multi-use path will provide safe, off-road transportation connections linking Cambridge to existing and planned regional pathways. The FY18 allocation will complete the design phase of this project.</p>						    
IMPACT ON OPERATING BUDGET						
<p>There is no direct or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$1,800,000	\$4,000,000	\$4,000,000	\$0	\$0	\$9,800,000
GRAND TOTAL	\$1,800,000	\$4,000,000	\$4,000,000	\$0	\$0	\$9,800,000
FY19-FY22 FUNDING						
<p>Construction will begin in FY19 and will be completed in FY20, depending on state approvals.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>A feasibility study of the entire Grand Junction Path was completed by the City in 2006. The report indicated that completion of a path with transit on the Grand Junction was feasible, including the area north of Binney Street where this project would focus.</p> <p><i>Left: Grand Junction Binney Street crossing looking north.</i></p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - SAFE ROUTES TO SCHOOL BIKE FLEET

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, an allocation of \$21,500 will be used to procure a fleet of 30 bicycles for the Cambridge Safe Routes to School Program. These bicycles will be used for upper school on-bike trainings, which teach Cambridge students how to ride safely on city streets and include off-road drills and a short on-road ride. The program focuses on the rules of the road, riding on roads with or without bike lanes, avoiding being “doored,” intersection strategy, balancing at low speeds, and dealing with potholes and other roadway obstructions. Funds will also be used to procure and install a secure bicycle storage system for the bike fleet at one school. The School Department will utilize its existing mechanic to maintain the bicycle fleet.</p>						    
IMPACT ON OPERATING BUDGET						
<p>\$15,000 from the operating budget will fund the hiring of certified bicycle trainers as well as the transportation of the bicycles to each upper school.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$21,500	\$0	\$0	\$0	\$0	\$21,500
GRAND TOTAL	\$21,500	\$0	\$0	\$0	\$0	\$21,500
FY19-FY22 FUNDING						
<p>No future funding is anticipated.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>There was no prior year allocation for this effort. The on-bike training was piloted using students’ bikes in FY16 at the Vassal Lane Upper School. In FY17, two additional upper schools participated in the program using rented bicycles. The training program has been very well received and highly successful in terms of building skills, confidence, and good safety habits, thereby encouraging students to choose bike transportation going forward.</p> <p><i>Left: Vassal Lane Upper School students participate in the pilot on-bike training.</i></p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - TRAFFIC CALMING

FY18 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 the following proposed streets: Huron Avenue, Park Avenue, Walden Street, Webster Avenue, and Highland Avenue. Projects occur in conjunction with roadway improvement projects, and are therefore determined based on DPW plans for the fiscal year. The goal of the traffic calming concept is to improve the safety and comfort of citizens of all ages and abilities who are walking, biking, and driving on the streets of Cambridge.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	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
FY19-FY22 FUNDING						
Future allocations will fund traffic calming projects.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funding supported the Amory Street Roadway and Sidewalk Reconstruction Project, which consisted of the reconstruction of sidewalks and roadway on Amory Street from Broadway to Hampshire Street and included an accessible route for all users on the east sidewalk, a raised intersection at Saint Mary’s Street, and curb extension at Hampshire Street. New crosswalks were built and marked on Amory Street and all intersecting streets from Broadway to Hampshire.</p> <p><i>Left: Raised intersection on Amory Street at Saint Mary’s Street.</i></p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - ADA ACCESSIBILITY IMPROVEMENTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to continue making public facilities more accessible to people with disabilities, the FY18 allocation of \$50,000 will be used for the following improvements:</p> <ul style="list-style-type: none"> • Furnish specialized Universal Design (UD) playground equipment for \$15,500. • Furnish accessible benches and other accessibility upgrades to Danehy Park for \$15,000. • Replace 15 inaccessible freestanding fire alarm call box pedestals for \$12,000. • Design and construction of accessibility upgrades to City Hall public restrooms for \$7,500. 						  
IMPACT ON OPERATING BUDGET						
No impact on operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$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
FY19-FY22 FUNDING						
The City plans to continue allocating \$50,000 in future years for ADA accessibility improvements.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Allocations of \$50,000 have been made for the past 20 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements. FY17 ADA capital expenditures included: \$14,136 for City Hall restroom accessibility upgrades (third floor women’s restroom automatic door openers); \$15,000 (estimate) for sidewalk fire alarm pedestal replacement; \$10,810 for Main Library garage entrance automatic door openers; and \$10,054 (estimate) for UD playground equipment.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY PROJECTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$100,000 from Resident Parking Sticker Revenue will continue to support the City's energy efficiency program to meet its commitment to reduce greenhouse gas emissions from municipal operations to 30% below 2008 levels. The FY18 allocation, supplemented by prior year appropriations, will be used to continue implementing retro-commissioning recommendations, separating or sub-metering facility utility meters to improve tracking, and installing lighting and HVAC retrofits. Utility rebates will be applied to all projects.</p> <p>Upcoming projects include LED lighting conversions at the Healy, Main Library, Cemetery, and DPW Ryan garages; destratification fans for youth centers (which help to distribute conditioned air in large spaces); classroom and school building LED lighting retrofits at Cambridgeport and Fletcher Maynard Academy; and various building control system upgrades.</p>						 
IMPACT ON OPERATING BUDGET						
Installation of energy-saving equipment will reduce energy consumption and reduce maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY19-FY22 FUNDING						
Annual funding for energy efficiency projects will continue through FY22.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior projects include gymnasium lighting retrofits at War Memorial, Fletcher Maynard Academy, and Cambridgeport schools in addition to building automation system expansion, variable frequency drives, and other equipment upgrades to reduce energy consumption.</p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funding will support periodic replacement of flooring, carpeting, and furnishings throughout City buildings. During FY18, Public Works plans to address carpet issues at locations within City Hall, City Hall Annex, Citywide Senior Center, DPW buildings, and Frisoli Youth Center.</p>						
IMPACT ON OPERATING BUDGET						
<p>Repairs will reduce the number of service calls made and will ensure that walking surfaces remain safe and accessible.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$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
FY19-FY22 FUNDING						
<p>Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Projects funded in FY17 include locations within City Hall and the Coffon Building.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - HARVARD SQUARE KIOSK AND PLAZA

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$2,000,000 will be used to start the construction of the Harvard Square Kiosk and Plaza project, which will open up the historic kiosk building for more public use, renovate and 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, enhance pedestrian usage, and improve accessibility.</p> <p>The Harvard Square Kiosk Working Group is advising the City Manager on the vision, programming, operations, and governance of the Kiosk and developing a framework for the ongoing operation of the space that preserves the public nature of the kiosk and its surrounding plaza over time.</p>						  
IMPACT ON OPERATING BUDGET						
There will likely be an increase in operating costs associated with the operation of the building.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$4,000,000
GRAND TOTAL	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$4,000,000
FY19-FY22 FUNDING						
Additional funding may be required once the final determination on use and historic renovation of the building is made.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$600,000 was appropriated for the design of the renovations. In FY17, \$4,000,000 was appropriated for the construction of the renovations.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - HVAC SYSTEM RENEWAL PLAN

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City's HVAC system renewal program assessed 42 municipal buildings and inventoried more than 700 major HVAC and control components, prioritizing 340 components for phased repairs and/or replacements. Projects for FY18 and FY19 include equipment replacement and upgrades at several fire houses, the Lombardi and Coffon office buildings, and the Healy Public Safety Building, in coordination with the Municipal Facilities Improvement Plan.</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 from installation of newer and more efficient equipment. All new equipment is high efficiency.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
GRAND TOTAL	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
FY19-FY22 FUNDING						
<p>Future allocations will support ongoing replacement and repair of equipment components as they age.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, HVAC projects took place at Fire Headquarters and the East Cambridge and Inman Square fire houses. Other work included equipment replacement at the Coffon building, Lombardi building, DPW Ryan garage, and the Moses Youth Center.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - MUNICIPAL FACILITIES IMPROVEMENT PLAN

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The goal of the MFIP is to provide and maintain high-performing facilities for staff, occupants, the public, and the broader environment. Phase I of the plan evaluated and prioritized more than 42 buildings for capital improvements in areas such as accessibility, climate resilience, energy and environment, building envelope, fire and life safety, historic preservation, HVAC, lighting, and mechanical systems.</p> <p>The FY18 appropriation has been increased by \$2 million to \$7 million in total. Significant improvement projects will take place at a number of fire houses, including Inman square, Taylor Square, and East Cambridge, in addition to upgrades at other stations. Repairs and upgrades will also be performed at the Main Library, RWH Public Safety Building, and the Electrical Department shop at Third and Gore Street. Recommended fire safety, energy conservation, and accessibility upgrades will also be performed at a number of other locations.</p>						  
IMPACT ON OPERATING BUDGET						
Strategic improvements to building systems will result in lower energy and maintenance costs, higher occupant comfort and satisfaction, and preservation of building infrastructure.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Property Taxes	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000
GRAND TOTAL	\$7,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$27,000,000
FY19-FY22 FUNDING						
This is a multi-year program; funding will be ongoing.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Funding from prior years totaling \$15 million was used to (1) complete investigation of conditions of 42 buildings, (2) initiate assessment and prioritization of projects, (3) initiate design of City Hall Annex envelope and accessibility improvements, (4) design Kennedy Longfellow School photovoltaic array, (5) roof replacement and photovoltaic canopy at the Citywide Senior Center, and (6) Moore Youth Center roof replacement.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: CEMETERY - CEMETERY SPACE OPTIMIZATION AND BEAUTIFICATION PROJECT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This budget allocation would fund the development of a concept plan/master plan to identify opportunities to optimize space and improve the Cambridge Cemetery over the next 5-10 years. The plan would look at available areas throughout the cemetery that are too small for traditional full burial lots. Options may include cremation burial areas (niches, scattering areas) and an aesthetically pleasing memorial wall. There will also be opportunities to beautify the Cemetery by possibly narrowing roads, installing new plantings, and adding additional trees. The FY18 allocation of \$50,000 will partially fund the design of the project.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Additional burial sites are likely to result in additional revenue to help maintain the Cemetery.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$50,000	\$25,000	\$0	\$0	\$0	\$75,000
GRAND TOTAL	\$50,000	\$25,000	\$0	\$0	\$0	\$75,000
FY19-FY22 FUNDING						
<p>The anticipated \$25,000 in FY19 will complete the design of the project.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was not funded in the previous year.</p>		





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK PLAY AREA SHADE STRUCTURES

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY18, the allocation of \$50,000 will be used to install a semi-permanent shade canopy structures at a playground without natural shade (playground TBD). This will enable the public to enjoy the park during hot summer days.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no anticipated impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000
FY19-FY22 FUNDING						
<p>Funding is expected to continue through FY20 with the anticipation of installing a semi-permanent shade canopy structure at two additional parks.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was not funded in previous years.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK SURFACING RESTORATION PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Rubber surfacing at several parks has deteriorated to the point where it cannot be temporarily patched. Replacement will ensure that walking and play surfaces remain safe and accessible.</p> <p>In FY18, \$150,000 is allocated to repair the playground rubber surfacing at Corporal Burns Park.</p>						  
IMPACT ON OPERATING BUDGET						
Regular upgrades will reduce the maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$150,000	\$150,000	\$100,000	\$100,000	\$100,000	\$600,000
GRAND TOTAL	\$150,000	\$150,000	\$100,000	\$100,000	\$100,000	\$600,000
FY19-FY22 FUNDING						
<p>Future years' work will continue to resolve ongoing issues with rubber surface repairs. Projects planned for FY19 include the Peabody School playground. FY20 work will address Warren Pals Park and Fletcher Maynard Playground. FY21 work will include Maple/Marie and Larch Road Parks. In FY22, work will include Alden Playground and Gore Street Park.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was not funded in previous years.</p> <p><i>The image to the left shows conditions at Corporal Burns Park.</i></p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK WATER CONSERVATION PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY17, \$100,000 was approved for Public Works to begin a program to implement a central control system for park and public area irrigation sites, water plays, and water fountains. This system will enable monitoring and control of this equipment throughout the city and will put Cambridge at the forefront of municipal water conservation among New England municipalities.</p> <p>The City manages 97 irrigated sites (ranging from small planting beds to large fields), 22 water plays, and 52 water fountains. Irrigation provides important community benefits, including beautification and plant health, while water plays and fountains provide much needed relief during hot weather. With this new system, any sudden drop in water pressure will automatically shut off leaking equipment. All of these efforts will help conserve water.</p>						 
IMPACT ON OPERATING BUDGET						
<p>This project is expected to result in more efficient maintenance and repair processes, and better levels of service (in terms of quality of plantings and reduced downtime) and better water conservation.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY19-FY22 FUNDING						
<p>Public Works projects that full program implementation will cost approximately \$600,000 in total, which includes \$100,000 for Danehy Park.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$100,000 was approved in FY17 to begin the program. A contract is currently being developed for bid. During FY16, Public Works conducted a small pilot program at Riverside Press Park (water play area, community garden, and park irrigation) and Donnelly Field irrigation.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Agassiz program is an ongoing sewer separation and stormwater program. No funding is being appropriated in FY18.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Bond Proceeds	\$0	\$0	\$1,250,000	\$1,250,000	\$7,150,000	\$9,650,000
GRAND TOTAL	\$0	\$0	\$1,250,000	\$1,250,000	\$7,150,000	\$9,650,000
FY19-FY22 FUNDING						
<p>FY20-FY24 funding will be used for the design and construction of sewer, stormwater, street, and sidewalk improvements on Kirkland Street and Roberts Road.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$2,910,000 was appropriated and used for the design and reconstruction of Newport Road and Roseland Street, which is currently underway.</p> <p><i>Left: Newport Road.</i></p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - ALEWIFE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Sewer separation in the Alewife area was completed in December 2015. Stormwater from the Huron Avenue and Concord Avenue neighborhoods was removed from the sewer system and now travels through the Alewife Stormwater Wetland to the Alewife Brook, resulting in cleaner stormwater and an 85% reduction in combined sewer overflows to the Alewife Brook.</p> <p>An FY18 appropriation and bond authorization of \$6 million will support the completion of the street and sidewalk construction. These 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Bond Proceeds	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000
GRAND TOTAL	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000
FY19-FY22 FUNDING						
No additional funding is anticipated.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding supported sewer separation in the Whittemore Avenue area, construction of the Alewife Stormwater Wetlands, and the reconstruction of Fresh Pond Parkway. The MWRA is funding approximately 50% of the overall program costs.</p> <p>The project includes an artist-designed bicycle and pedestrian path along Fern Street (shown on the left).</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CAMBRIDGEPORT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY18 appropriation and bond authorization of \$5 million will fund the design and construction of a new stormwater outfall along the alignment of the old Talbot Street combined sewer outfall. This work will include upstream investigations and removal of any illicit connections in the existing drainage system. The first portion of the connection to the Talbot Street outfall was constructed in 2007/2008.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Bond Proceeds	\$3,000,000	\$2,850,000	\$3,000,000	\$0	\$0	\$8,850,000
GRAND TOTAL	\$3,000,000	\$2,850,000	\$3,000,000	\$0	\$0	\$8,850,000
FY19-FY22 FUNDING						
<p>Future allocations will fund the construction of the Talbot Street outfall.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This is a multi-phased program to improve stormwater capacity in the Cambridgeport area. Previously constructed improvements include the removal of common manholes throughout the area, Cambridgeport Roadways Project, South Massachusetts Avenue Project, rehabilitated stormwater outfall at Pearl Street, and a new stormwater outfall at Amesbury Street.</p> <p>An FY17 appropriation of \$4.85 million is currently funding the design and construction of the Lopez/Cottage connection.</p>			


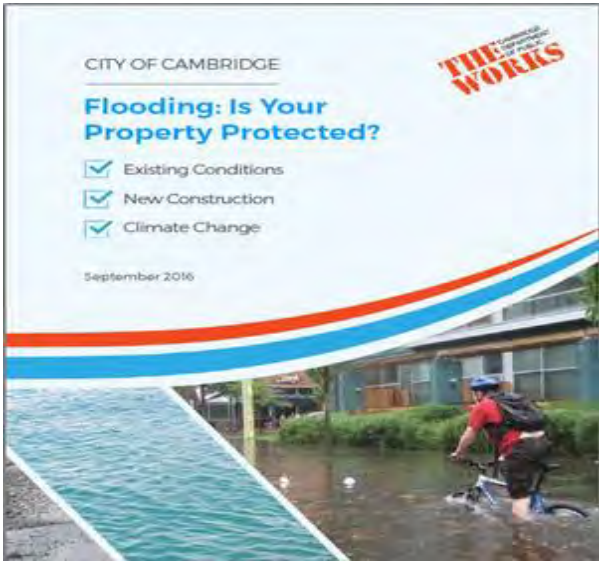
COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY18 appropriation and bond authorization of \$5 million is requested. 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Bond Proceeds	\$5,000,000	\$5,000,000	\$5,000,000	\$6,000,000	\$6,000,000	\$27,000,000
GRAND TOTAL	\$5,000,000	\$5,000,000	\$5,000,000	\$6,000,000	\$6,000,000	\$27,000,000
FY19-FY22 FUNDING						
<p>Future allocations to this program will be used to continue rehabilitating pipe systems.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding supported the creation of the program, repairs of deteriorated pipes, and CIPP lining contracts. Video inspection data for the previous six years has been imported into the InfoWorks program, which uses video inspection to identify defects and develop an overall rating 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 completed and a second contract is being developed.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CLIMATE CHANGE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY18 appropriation and bond authorization of \$500,000 is being requested to implement efforts identified through the City's Climate Change Vulnerability Assessment and the Climate Change Preparedness and Resilience Plan. Funding will be used for outreach to property owners, residents, and businesses to help them undertake efforts to improve their resiliency to the impacts of climate change (increased precipitation and sea level rise) and additional modeling efforts to further refine the projected impacts to Cambridge and evaluate potential resiliency efforts.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in understanding the City's vulnerabilities to climate change and implementing preparedness and resiliency efforts will reduce the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
FY19-FY22 FUNDING						
<p>Future allocations to this program will be used to continue implementing resiliency efforts.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding has supported the Climate Change Vulnerability Assessment and the ongoing Climate Change Preparedness and Resilience Plan.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Harvard Square program is an ongoing sewer separation and stormwater management program. Funds appropriated will support cleaning the existing CAM005 stormwater outfall, constructing a new stormwater outfall at Willard Street, and reconstructing Willard Street between Mt. Auburn Street and Brattle Street. A community process is underway to develop the design for Willard Street improvements.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Bond Proceeds	\$2,625,000	\$875,000	\$0	\$500,000	\$1,650,000	\$5,650,000
GRAND TOTAL	\$2,625,000	\$875,000	\$0	\$500,000	\$1,650,000	\$5,650,000
FY19-FY22 FUNDING						
<p>Future 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>FY16 (\$800,000) and FY17 (\$3,500,000) funding is being used to clean the existing CAM005 stormwater outfall, construct a new stormwater outfall at Willard Street, and reconstruct Willard Street between Mt. Auburn Street and Brattle Street.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

FY18 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Sewer Service Charges	\$1,000,000	\$1,250,000	\$2,250,000	\$2,500,000	\$2,500,000	\$9,500,000
GRAND TOTAL	\$1,000,000	\$1,250,000	\$2,250,000	\$2,500,000	\$2,500,000	\$9,500,000
FY19-FY22 FUNDING						
<p>Future allocations for this program will be used to continue maintenance of existing sewer and drain infrastructure.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding was used for emergency repair and replacement of existing infrastructure, such as the catch basin replacement on Cherry Street (shown left).</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - RIVER STREET

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project will begin in FY19.						 
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 in that area.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$0	\$3,000,000	\$10,000,000	\$5,000,000	\$0	\$18,000,000
Sewer Bond Proceeds	\$0	\$1,000,000	\$1,875,000	\$5,625,000	\$5,625,000	\$14,125,000
GRAND TOTAL	\$0	\$4,000,000	\$11,875,000	\$10,625,000	\$5,625,000	\$32,125,000
FY19-FY22 FUNDING						
FY19 and FY20 funding will support the design and construction of sewer and drainage infrastructure improvements and surface enhancements on River Street between Memorial Drive and Central Square, including Carl Barron Plaza. Project improvements will include replacement of City utilities (sewer, drain, and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new pedestrian scale streetlights, new street trees, an enhanced bicycle facility, and a redesigned Carl Barron Plaza. A comprehensive community design process will be undertaken to develop the design of this key corridor.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project has not been previously funded.		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - THE PORT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This multi-phase program will reduce flooding and improve infrastructure in The Port neighborhood. The program will rehabilitate existing infrastructure, construct two underground stormwater tanks with over 1,000,000 gallons of storage, reduce the frequency and extent of flooding, reconstruct the street and sidewalks, and support the Flow grant program for public art in the neighborhood.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
MWRA	\$8,500,000	\$0	\$4,000,000	\$0	\$0	\$12,500,000
Sewer Bond Proceeds	\$4,434,000	\$5,950,000	\$5,656,500	\$10,400,000	\$10,400,000	\$36,840,500
GRAND TOTAL	\$12,934,000	\$5,950,000	\$9,656,500	\$10,400,000	\$10,400,000	\$49,340,500
FY19-FY22 FUNDING						
<p>An FY19 appropriation will be used for the design and construction of the second stormwater holding tank and for installation of conduits within three existing siphons to improve capacity in the system.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY16, \$25,000,000 was appropriated and used for the design and construction of a stormwater holding tank in the City's parking lot on Bishop Allen Drive and reconstruction of neighborhood streets.</p> <p>The image on the left shows the reduction in flooding the neighborhood will experience during more frequent/smaller rain storms once the projects are completed.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

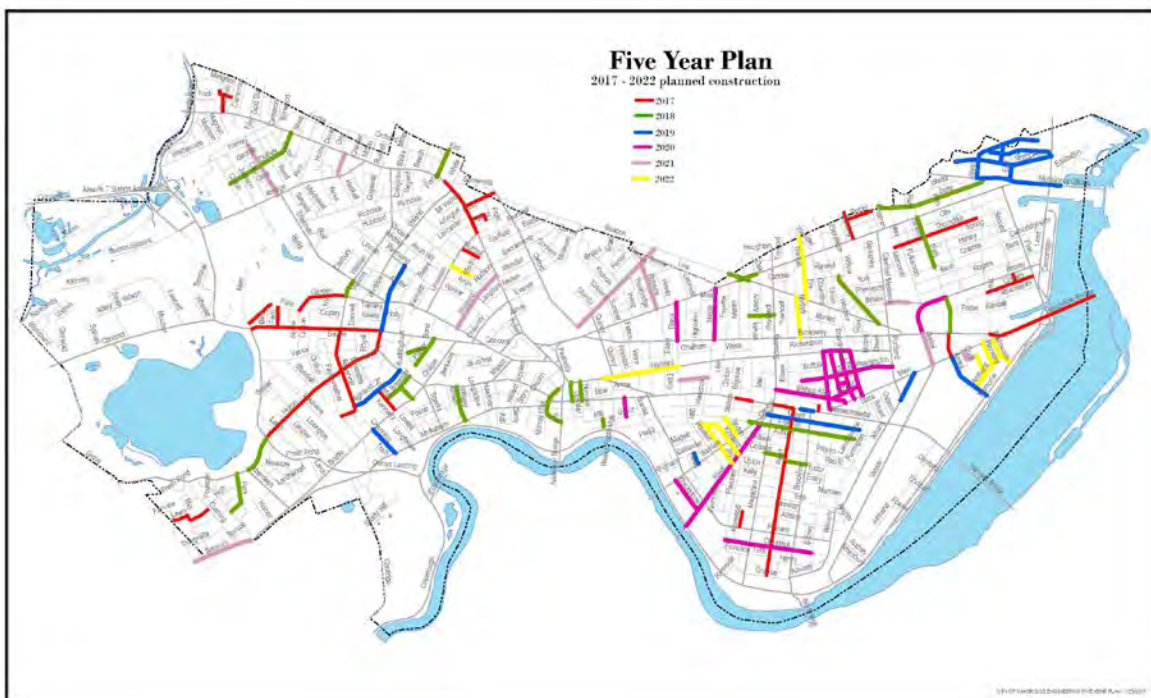
FY18 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>These funds support the Complete Streets and Miscellaneous Sidewalk Programs. Priority is placed on locations where the street, sidewalk, and bike facilities are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and Senior Centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; priority routes identified in the City's Bike Plan; 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.</p> <p>An FY18 appropriation and bond authorization of \$4 million is being requested.</p>							 
IMPACT ON OPERATING BUDGET							
<p>By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the operating budget.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL	
Bond Proceeds	\$4,000,000	\$3,000,000	\$4,000,000	\$3,000,000	\$4,000,000	\$18,000,000	
Chapter 90	\$2,564,540	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,564,540	
Property Taxes	\$150,000	\$126,700	\$150,000	\$150,000	\$150,000	\$726,700	
Street Preservation Offset Fund	\$375,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,175,000	
GRAND TOTAL	\$7,089,540	\$5,826,700	\$6,850,000	\$5,850,000	\$6,850,000	\$32,466,240	
FY19-FY22 FUNDING							
<p>Future allocations to this program will be used to continue reconstructing streets and sidewalks throughout the city.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>In FY17, \$5,201,295 was appropriated for street and sidewalk work throughout the city.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

ADDITIONAL COMPLETE STREETS PROJECT INFORMATION



FY18 Complete Streets construction projects include:

STREETS AND SIDEWALKS			
STREET	FROM	TO	COST
Additional Bike Improvements			\$300,000
Cemetery: 5-Year Street and Drainage Plan			\$100,000
Belmont Design	Holworthy	Town Line	\$400,000
Brewster	Appleton	Sparks	\$600,000
Cottage	Magazine	Pearl	\$150,000
Gore	O'Brien	Somerville	\$700,000
Green Design	River	Landsdowne	\$200,000
Highland Design	Reservoir	Sparks	\$100,000
Huron Avenue Path	Fresh Pond Parkway	Aberdeen Avenue	\$500,000
Lopez	Pearl	Brookline	\$150,000
Park Avenue	Huron	Holworthy	\$615,000
Redeisel Avenue	Brattle	Hrewster	\$350,000
St. Mary's Road	Inman	Prospect	\$300,000
Walden	Sherman	Garden	\$400,000
Webster Avenue	Lincoln	Hampshire	\$699,541
Central Square			\$1,000,000
Misc. Sidewalks			\$525,000
TOTAL COST			\$7,089,541





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

FY18 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>FY18 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 are 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	FY18	FY19	FY20	FY21	FY22	TOTAL	
Property Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	
FY19-FY22 FUNDING							
<p>Future year funding will continue the EAB treatment program.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>In FY17, \$100,000 was appropriated to fund the EAB treatment program.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - PARK AND CEMETERY TREE PRUNING

FY18 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 will 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY19-FY22 FUNDING						
<p>Future funding will be used to continue park and cemetery tree pruning.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY17, \$100,000 was appropriated to fund park and cemetery tree pruning.</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - PUBLIC SHADE TREE INVESTMENT PROGRAM

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funds will be used to maintain and grow a healthy, diverse tree canopy in the city. Specifically, these funds will be used to plant new trees and maintain them through establishment. The trees will be planted in accordance with revised standard specifications developed with the participation of the Committee on Public Planting.</p> <p>This project also aids the City's efforts to mitigate the impact of climate change by reducing urban heat island impacts and increasing carbon sequestration.</p>						 
IMPACT ON OPERATING BUDGET						
<p>The funds proposed are adequate to ensure proper care of the trees through establishment, thus reducing the operating costs that would otherwise be needed to care for these trees through the first two years of their growth.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$100,000	\$100,000	\$261,700	\$311,700	\$146,700	\$920,100
Tree Program Revenues	\$325,000	\$0	\$0	\$0	\$0	\$325,000
GRAND TOTAL	\$425,000	\$100,000	\$261,700	\$311,700	\$146,700	\$1,245,100
FY19-FY22 FUNDING						
<p>Funds will be provided per year to continue to improve the city's urban forest.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$225,000 was allocated in FY17 and contracts are ongoing.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: DRAINAGE AND COMMUNITY GARDEN PROJECT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funding will be used for the drainage and community garden project construction and oversight at Fresh Pond. This project will address drainage issues on the perimeter path and increase accessibility to community gardens.</p>						
IMPACT ON OPERATING BUDGET						
<p>No financial impact on operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$650,000	\$0	\$0	\$0	\$0	\$650,000
GRAND TOTAL	\$650,000	\$0	\$0	\$0	\$0	\$650,000
FY19-FY22 FUNDING						
<p>No additional funding is planned.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$600,000 in FY17 funding was used for the drainage and community garden project construction and oversight at Fresh Pond.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Various Fresh Pond Reservation priorities will continue to be implemented from the Fresh Pond Master Plan. FY18 work includes planting and fencing at Cambridge Greenway, restoration of Kingsley park overlooks, Blacks Nook in-lake restoration, and perimeter road design.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
GRAND TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
FY19-FY22 FUNDING						
<p>Future funds will be used for Fresh Pond Master Plan priorities.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for Fresh Pond Master Plan priorities such as drainage and pathway improvements and source water protection planning.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND RESERVATION MAJOR PROJECTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project will begin in FY21.						
IMPACT ON OPERATING BUDGET						
This project will not impact the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$0	\$0	\$0	\$250,000	\$750,000	\$1,000,000
GRAND TOTAL	\$0	\$0	\$0	\$250,000	\$750,000	\$1,000,000
FY19-FY22 FUNDING						
Funding for this project will begin in FY21. This project will entail improvements to the perimeter path and the Kingsley Park entrance to Glacken Slope and rehabilitation to meet accessibility requirements.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project was not funded in previous years.		


COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: HYDROELECTRIC RENEWABLE ENERGY GENERATION

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project is scheduled to start in FY19 and continue through FY21.						
IMPACT ON OPERATING BUDGET						
This project will not impact the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$0	\$100,000	\$750,000	\$250,000	\$0	\$1,100,000
GRAND TOTAL	\$0	\$100,000	\$750,000	\$250,000	\$0	\$1,100,000
FY19-FY22 FUNDING						
Starting in FY19, funds will be used to design hydroelectric energy generation at the Wier Chamber in Fresh Pond.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project was not funded in previous years.		



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: PC UPGRADES & RADIO REPLACEMENT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An allocation for FY18 is not necessary due to the use of prior year funds.						\$
IMPACT ON OPERATING BUDGET						
Funding this project prevents delays in accurately reporting water bill revenues and other Department functions.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
GRAND TOTAL	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
FY19-FY22 FUNDING						
Future funds will be used to upgrade personal computers (PCs) and radios and fulfill other IT needs of the Water Department.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to upgrade PCs and other IT equipment.		



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR FACILITIES IMPROVEMENTS - UPCOUNTRY

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funds will be used to replace the Stony Brook Dam footbridge, improve Hobbs Dam Slope/Winter Street drainage, and remove vegetation from City-owned easements.</p>						
IMPACT ON OPERATING BUDGET						
<p>There is no anticipated impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$120,000	\$150,000	\$250,000	\$250,000	\$150,000	\$920,000
GRAND TOTAL	\$120,000	\$150,000	\$250,000	\$250,000	\$150,000	\$920,000
FY19-FY22 FUNDING						
<p>FY19-FY22 funding will be used for dam inspections, removing vegetation from City-owned easements, paving of the perimeter road to meet ADA compliance, replacing fencing, and infrastructure improvements.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used to support Fresh Pond professional signage upgrades, watershed land and Stony Brook Conduit surveying/boundary markers, and to manage encroachments and remove vegetation from City-owned easements.</p>		


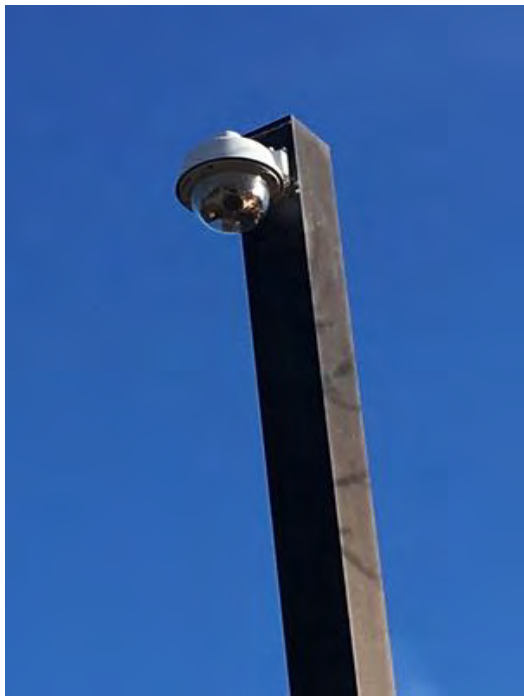
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 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 maintenance/reporting on the reservoir gaging stations, reducing operating costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$180,000	\$200,000	\$200,000	\$200,000	\$200,000	\$980,000
GRAND TOTAL	\$180,000	\$200,000	\$200,000	\$200,000	\$200,000	\$980,000
FY19-FY22 FUNDING						
<p>Future funds will be used to cover maintenance for the reservoir gaging weather stations located upcountry.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER FACILITY UPGRADES

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An allocation for FY18 is not necessary due to the use of prior year funds.						
IMPACT ON OPERATING BUDGET						
Planned facility upgrades reduce the need for costly emergency repairs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$0	\$269,000	\$276,000	\$276,000	\$300,000	\$1,121,000
GRAND TOTAL	\$0	\$269,000	\$276,000	\$276,000	\$300,000	\$1,121,000
FY19-FY22 FUNDING						
Future funding will be used for remote site security and HVAC spare parts for water facilities.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds are scheduled to be used for additional remote site security at Cambridge Common, Payson Park, and the Trapelo Road Gate House as well as for HVAC improvements.</p>		





COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER METER REPLACEMENT

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funds will be used to cover 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	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$1,000,000	\$1,000,000	\$200,000	\$200,000	\$200,000	\$2,600,000
GRAND TOTAL	\$1,000,000	\$1,000,000	\$200,000	\$200,000	\$200,000	\$2,600,000
FY19-FY22 FUNDING						
<p>Future funds will be used to replace water meters and MTUs.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to cover replacement of water meters and MTUs.</p>			



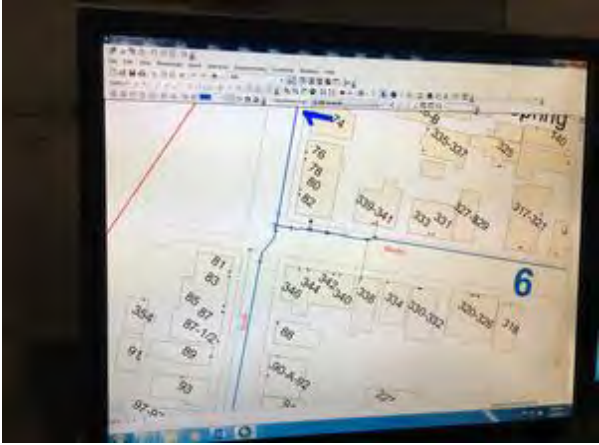
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER WORKS CONSTRUCTION

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funds will be used for water works construction projects, which include repair/replacement of water infrastructure, assistance during emergency repairs and unanticipated needs within the city, fire hydrants, police details, materials, large valve replacement, design to move a section of a 40-inch underground pipe, and a leak detection survey.</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	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$1,200,000	\$1,311,000	\$2,854,000	\$3,104,000	\$2,930,000	\$11,399,000
GRAND TOTAL	\$1,200,000	\$1,311,000	\$2,854,000	\$3,104,000	\$2,930,000	\$11,399,000
FY19-FY22 FUNDING						
<p>Future 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 water main replacement on Thorndike Street, Dudley Street, and Sixth Street.</p>		






COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATERSHED CONSULTING SERVICES

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An allocation for FY18 is not necessary due to the use of prior year funds.						 
IMPACT ON OPERATING BUDGET						
Services will have no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Water Service Charges	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
GRAND TOTAL	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
FY19-FY22 FUNDING						
The project will be for Watershed projects such as water conservation plans, GIS mapping and analysis, distribution hydraulic model updates, and specialized site plan review. Projects will continue through FY22.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding was used for Watershed projects such as water conservation plans, GIS mapping and analysis, implementation of the DEP Source Water Protection Plan, and specialized site plan reviews.</p>			





HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY18 funding will support annual Danehy Park infrastructure repairs and renovations, including select main and secondary pathways.						   
IMPACT ON OPERATING BUDGET						
These projects will reduce yearly operating and maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$36,300	\$36,300	\$36,300	\$36,300	\$36,300	\$181,500
GRAND TOTAL	\$36,300	\$36,300	\$36,300	\$36,300	\$36,300	\$181,500
FY19-FY22 FUNDING						
Future funding will be used to maintain Danehy Park and cover the increased cost of capital improvements due to inflation and aging park features.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY17 funding of \$33,000 was used to renovate bathrooms in the comfort station, park benches, and surrounding pathways.		




HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DHSP/CLC JEFFERSON PARK GATEWAYS ESOL NEW CLASSROOM FURNISHINGS AND TECHNOLOGY

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>DHSP/CLC at Jefferson Park has been a collaborative partnership between the Community Learning Center (CLC) Division of DHSP and the Cambridge Housing Authority. It is known as the Gateways ESOL Program in the CHA spectrum of tenant services. We serve approximately 130-150 students per year. With the rebuilding of Jefferson Park, we will have dedicated space for our program, including two classrooms, two offices, a storage room, and a waiting area, which will need outfitting with furnishings and technology. Programming in this new space will begin in September 2017. FY18 funding will be used for technology, design, and furnishings.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$65,000	\$0	\$0	\$0	\$0	\$65,000
GRAND TOTAL	\$65,000	\$0	\$0	\$0	\$0	\$65,000
FY19-FY22 FUNDING						
<p>This is a one-time request to furnish the space and outfit it with the technology needed to run the program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project has not been previously funded.</p>		


HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY18 allocation of \$20,000 from Golf Course revenues will be used for irrigation improvements, drainage issues, and improvements to the maintenance building.						  
IMPACT ON OPERATING BUDGET						
This project should reduce the costs of repair and maintenance calls.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Departmental Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
FY19-FY22 FUNDING						
Golf Course revenues will be allocated annually for Fresh Pond Golf Course improvement projects.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funding was used for additional pathway improvements at the Fresh Pond Golf Course.		

HUMAN RESOURCE DEVELOPMENT


HUMAN SERVICES: HUMAN SERVICES BUILDINGS MAINTENANCE

FY18 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>FY18 funding will be used to do ongoing replacement of furniture, kitchen cabinets, and rugs in Human Services buildings. Our FY18 priority is for our Community Learning Center location at Jefferson Park, where we have two classrooms serving 150 students each year. The space was recently rebuilt by the Cambridge Housing Authority and will open again for classes in September 2017. The new space needs to be fully furnished before classes begin.</p>	

IMPACT ON OPERATING BUDGET
<p>This project should reduce the costs of repair and maintenance calls.</p>






5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000

FY19-FY22 FUNDING
<p>This project will be funded through FY22.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>This project is part of an ongoing effort to ensure user experience and consistency across city neighborhoods. FY17 funds were used for the improvement and replacement of Frisoli Youth Center furnishings.</p>





HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funding will be used to replace specific fitness equipment at the War Memorial Recreation Center, repair heating elements, address structural issues with the pool, and repair pool filters.</p>						   
IMPACT ON OPERATING BUDGET						
<p>This project should help reduce the cost of repair and maintenance calls. The funding has been increased by \$20,000, which will be supported by revenue.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Departmental Revenue	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
GRAND TOTAL	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
FY19-FY22 FUNDING						
<p>Future funding will support continued maintenance of the War Memorial Recreation Center.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding was used for pool filter system improvements at the War Memorial pool, and items needed to accommodate larger user load due to the loss of Gold Star Pool during renovations.</p>			




HUMAN RESOURCE DEVELOPMENT

LIBRARY: MAIN LIBRARY BUILDING MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The beautiful Main Library continues to experience peak demand over the weekends and often reaches maximum seating capacity with patrons looking for seating. The Library has plans to add additional seating and patron workspaces, including converting the connector between the second floor research area and Library Administration into quiet, contemplative workspace. The conversion will include shading, electrical work, HVAC, furniture, and door security.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
FY19-FY22 FUNDING						
<p>Annual allocations will be used to maintain the Main Library building.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY17 funds started the additional seating and patron workspace project, including magnetic locks, shading, and furniture purchases.</p>			


EDUCATION

SCHOOL: BOILER REPLACEMENT/GAS CONVERSION

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
A portion of the FY17 appropriation along with the FY18 appropriation and bond authorization of \$500,000 will be used to replace an aging boiler at one of the schools.						 
IMPACT ON OPERATING BUDGET						
A new boiler should bring energy savings to the School Department.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
FY19-FY22 FUNDING						
Future funds will be used to replace one school boiler per year.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			An FY17 allocation of \$500,000 was used to replace the boiler at the Fletcher Maynard Academy School.			



EDUCATION

SCHOOL: FLETCHER MAYNARD ACADEMY ROOF

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY18 appropriation and bond authorization of \$1.5 million will be used to fix the roof of the Fletcher Maynard Academy.						 
IMPACT ON OPERATING BUDGET						
Improvements will reduce everyday repairs and maintenance charged to the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
GRAND TOTAL	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
FY19-FY22 FUNDING						
No future funding is anticipated. The City is applying for Massachusetts School Building Authority (MSBA) funding to support this project.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, \$75,000 was used for a building study to identify areas in need of restoration to extend the life of the school building. In FY17, \$2.5 million was used to fix the exterior masonry and wall caulking at the Fletcher Maynard Academy, replace HVAC units at the Graham and Parks School, replace air cooled condensing units at the Haggerty and Peabody Schools, complete bathroom renovations at the Kennedy Longfellow School, and replace emergency generators at the Graham and Parks and Kennedy Longfellow Schools.</p>		



EDUCATION

SCHOOL: FURNITURE REPLACEMENT/SCHOOL FACILITIES MAINTENANCE

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY18 funding of \$50,000 will be used to address ongoing needs by replacing aging and broken student desks, chairs, office desks, file cabinets, and cafeteria tables. The funds will also support new and added programs by providing small group tables and one-on-one teaching spaces.</p>						
IMPACT ON OPERATING BUDGET						
<p>Maintenance done through the capital budget should reduce emergency repairs and maintenance charged to the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Property Taxes	\$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
FY19-FY22 FUNDING						
<p>Future allocations will continue to address school facility maintenance needs.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, \$50,000 was used to replace aging desks, chairs, and tables for one-on-one teaching spaces.</p>			



EDUCATION

SCHOOL: KING OPEN AND CAMBRIDGE STREET UPPER SCHOOLS & COMMUNITY COMPLEX

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY17 appropriation and bond authorization of \$146.6 million is being used to fund design and construction services for the King Open and Cambridge Street Upper Schools & Community Complex. This project includes rebuilding of the Gold Star Pool, School Department Administration offices, current Human Service programs offered at the schools, and the Valente Branch Library. It will also provide for 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 schools, library, and pool.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$60,000,000	\$50,000,000	\$16,600,000	\$0	\$0	\$126,600,000
GRAND TOTAL	\$60,000,000	\$50,000,000	\$16,600,000	\$0	\$0	\$126,600,000
FY19-FY22 FUNDING						
<p>\$60 million in FY18, \$50 million in FY19, and \$16.6 million in FY20 will be bonded. Construction will continue through FY20.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, \$20 million was used to start construction of the King Open and Cambridge Street Upper Schools & Community Complex. In FY16, \$11 million was used for design and construction services. In FY15, \$1.5 million was used for a feasibility study.</p>			

EDUCATION

SCHOOL: TOBIN AND VASSAL LANE UPPER SCHOOLS

FY18 PROJECT DESCRIPTION						CITY COUNCIL GOALS
No funding is requested in FY18.						
IMPACT ON OPERATING BUDGET						
N/A						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY18	FY19	FY20	FY21	FY22	TOTAL
Bond Proceeds	\$0	\$0	\$10,000,000	\$20,000,000	\$50,000,000	\$80,000,000
GRAND TOTAL	\$0	\$0	\$10,000,000	\$20,000,000	\$50,000,000	\$80,000,000
FY19-FY22 FUNDING						
Funds will be used for design and construction services for the Tobin and Vassal Lane Upper Schools. Total project cost has yet to be determined.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				N/A		

SECTION VII

APPROPRIATION ORDERS

APPROPRIATION ORDERS - OPERATING EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
SUBMITTED APRIL 24, 2017

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2017

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
GENERAL GOVERNMENT							
City Clerk	\$1,231,575	\$116,110	\$4,420		\$1,352,105		\$1,352,105
City Council	\$1,860,255	\$76,400	\$72,700		\$2,009,355		\$2,009,355
Election Commission	\$1,053,450	\$204,755	\$2,270		\$1,260,475		\$1,260,475
Employee Benefits	\$30,836,370	\$882,700	\$30,000		\$31,749,070		\$31,749,070
Executive	\$1,979,440	\$770,300	\$51,550		\$2,801,290		\$2,801,290
Finance	\$13,030,860	\$5,117,110	\$303,725	\$62,800	\$18,514,495		\$18,514,495
General Services	\$248,115	\$354,435			\$602,550		\$602,550
Law	\$1,883,170	\$454,400	\$214,245		\$2,551,815		\$2,551,815
Mayor	\$477,965	\$146,130	\$29,500		\$653,595		\$653,595
Public Celebrations	\$677,455	\$425,650	\$1,325		\$1,104,430		\$1,104,430
Reserve		\$40,000			\$40,000		\$40,000
Total	\$53,278,655	\$8,587,990	\$709,735	\$62,800	\$62,639,180		\$62,639,180
PUBLIC SAFETY							
Animal Commission	\$440,015	\$18,305	\$150		\$458,470		\$458,470
Electrical	\$1,775,045	\$1,046,460	\$5,170	\$50,000	\$2,876,675		\$2,876,675
Emergency Comms.	\$6,632,505	\$332,610	\$55,850	\$25,600	\$7,046,565		\$7,046,565
Fire	\$48,064,520	\$1,515,600	\$589,500	\$145,000	\$50,314,620		\$50,314,620
Inspectional Services	\$3,406,800	\$140,680	\$10,425	\$10,000	\$3,567,905		\$3,567,905
License Commission	\$1,283,310	\$63,610	\$7,530		\$1,354,450		\$1,354,450
Police	\$52,167,170	\$2,141,155	\$337,200	\$545,500	\$55,191,025		\$55,191,025
PRAB		\$700	\$3,000		\$3,700		\$3,700
Traffic, Parking & Transportation	\$8,647,985	\$4,167,040	\$41,000	\$69,000	\$12,925,025		\$12,925,025
Weights & Measures	\$143,050	\$6,280	\$3,745		\$153,075		\$153,075
Total	\$122,560,400	\$9,432,440	\$1,053,570	\$845,100	\$133,891,510		\$133,891,510
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Cable Television	\$587,110	\$1,081,825	\$3,450		\$1,672,385		\$1,672,385
Community Dev.	\$7,089,280	\$1,576,190	\$51,845	\$46,330	\$8,763,645		\$8,763,645
Debt Service		\$500,000		\$61,940,710	\$62,440,710		\$62,440,710
Historical Comm.	\$615,880	\$36,750	\$1,200		\$653,830		\$653,830
Peace Commission	\$146,785	\$9,325	\$2,850		\$158,960		\$158,960

APPROPRIATION ORDERS - OPERATING EXPENDITURES

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
Public Works	\$25,084,895	\$14,028,770	\$130,930	\$600,000	\$39,844,595		\$39,844,595
Total	\$33,523,950	\$17,232,860	\$190,275	\$62,587,040	\$113,534,125		\$113,534,125
HUMAN RESOURCE DEVELOPMENT							
Comm. on Women	\$250,880	\$10,035	\$525		\$261,440		\$261,440
Human Rights Comm.	\$394,520	\$54,500	\$1,200		\$450,220		\$450,220
Human Services	\$25,078,840	\$5,214,515	\$89,760	\$30,000	\$30,413,115		\$30,413,115
Library	\$8,010,825	\$2,654,300	\$77,150		\$10,742,275		\$10,742,275
Veterans' Services	\$283,030	\$59,800	\$773,000		\$1,115,830		\$1,115,830
Total	\$34,018,095	\$7,993,150	\$941,635	\$30,000	\$42,982,880		\$42,982,880
CITY TOTAL	\$243,381,100	\$43,246,440	\$2,895,215	\$63,524,940	\$353,047,695		\$353,047,695
EDUCATION							
Education	\$149,343,825	\$32,013,570	\$961,680	\$727,370	\$183,046,445		\$183,046,445
Total	\$149,343,825	\$32,013,570	\$961,680	\$727,370	\$183,046,445		\$183,046,445
INTERGOVERNMENTAL							
Cambridge Health Alliance		\$7,200,000			\$7,200,000		\$7,200,000
Cherry Sheet						\$22,810,780	\$22,810,780
MWRA		\$24,952,540			\$24,952,540		\$24,952,540
Total		\$32,152,540			\$32,152,540	\$22,810,780	\$54,963,320
GRAND TOTALS	\$392,724,925	\$107,412,550	\$3,856,895	\$64,252,310	\$568,246,680	\$22,810,780	\$591,057,460

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
GENERAL GOVERNMENT							
City Clerk	\$256,500		\$19,300	\$40,000		\$1,036,305	\$1,352,105
City Council			\$14,110			\$1,995,245	\$2,009,355
Election Commission	\$750		\$82,250			\$1,177,475	\$1,260,475
Employee Benefits			\$12,495,860		\$9,620,000	\$9,633,210	\$31,749,070
Executive	\$40,000	\$215,000	\$163,865			\$2,382,425	\$2,801,290
Finance	\$558,950		\$595,650		\$700,000	\$16,659,895	\$18,514,495
General Services		\$4,000	\$94,825			\$503,725	\$602,550
Law		\$97,500	\$50,000	\$2,500		\$2,401,815	\$2,551,815
Mayor			\$32,000			\$621,595	\$653,595
Public Celebrations			\$31,500	\$10,800		\$1,062,130	\$1,104,430
Reserve						\$40,000	\$40,000
Total	\$856,200	\$316,500	\$13,579,360	\$53,300	\$10,320,000	\$37,513,820	\$62,639,180
PUBLIC SAFETY							
Animal Commission	\$10,500	\$2,000		\$60,000		\$385,970	\$458,470
Electrical	\$820,000		\$207,865	\$22,935	\$20,000	\$1,805,875	\$2,876,675
Emergency Comm.						\$7,046,565	\$7,046,565
Fire	\$925,000	\$4,000		\$105,000	\$12,000	\$49,268,620	\$50,314,620
Inspectional Services	\$118,500			\$12,901,700	\$103,500	(\$9,555,795)	\$3,567,905
License Commission	\$18,050	\$17,300	\$54,000	\$2,164,440		(\$899,340)	\$1,354,450
Police	\$1,551,355	\$3,020,425	\$856,605	\$125,815	\$45,000	\$49,591,825	\$55,191,025
PRAB						\$3,700	\$3,700
Traffic, Parking & Transportation	\$6,188,410	\$5,994,115		\$702,500	\$40,000		\$12,925,025
Weights & Measures	\$38,000	\$1,000	\$17,925			\$96,150	\$153,075
Total	\$9,669,815	\$9,038,840	\$1,136,395	\$16,082,390	\$220,500	\$97,743,570	\$133,891,510
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Cable Television	\$1,428,375					\$244,010	\$1,672,385
Community Dev.	\$503,145	\$140,000	\$740,470	\$55,000	\$94,645	\$7,230,385	\$8,763,645
Debt Service	\$22,919,460		\$1,599,105		\$2,000,000	\$35,922,145	\$62,440,710
Historical Comm.					\$4,000	\$649,830	\$653,830
Peace Commission			\$23,450			\$135,510	\$158,960
Public Works	\$6,764,715	\$1,058,195	\$1,316,060	\$554,000	\$1,036,195	\$29,115,430	\$39,844,595
Total	\$31,615,695	\$1,198,195	\$3,679,085	\$609,000	\$3,134,840	\$73,297,310	\$113,534,125
HUMAN RESOURCE DEVELOPMENT							
Comm. on Women			\$9,960			\$251,480	\$261,440
Human Rights Comm.						\$450,220	\$450,220
Human Services	\$3,848,400		\$619,070			\$25,945,645	\$30,413,115

APPROPRIATION ORDERS - OPERATING REVENUES

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
Library		\$65,000	\$440,750			\$10,236,525	\$10,742,275
Veterans' Services			\$494,090			\$621,740	\$1,115,830
Total	\$3,848,400	\$65,000	\$1,563,870			\$37,505,610	\$42,982,880
CITY TOTAL	\$45,990,110	\$10,618,535	\$19,958,710	\$16,744,690	\$13,675,340	\$246,060,310	\$353,047,695
EDUCATION							
Education	\$75,000	\$100,000	\$22,604,940		\$695,070	\$159,571,435	\$183,046,445
Total	\$75,000	\$100,000	\$22,604,940		\$695,070	\$159,571,435	\$183,046,445
INTERGOVERNMENTAL							
Cambridge Health Alliance						\$7,200,000	\$7,200,000
Cherry Sheet	\$481,300		\$4,696,855			\$17,632,625	\$22,810,780
MWRA	\$24,952,540						\$24,952,540
Total	\$25,433,840		\$4,696,855			\$24,832,625	\$54,963,320
GRAND TOTALS	\$71,498,950	\$10,718,535	\$47,260,505	\$16,744,690	\$14,370,410	\$430,464,370	\$591,057,460

APPROPRIATION ORDERS - WATER FUND

CITY COUNCIL, CITY OF CAMBRIDGE
 SUBMITTED APRIL 24, 2017

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2017

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
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Water	\$7,104,965	\$3,982,800	\$86,580	\$2,799,505	\$13,973,850		\$13,973,850

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
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Water	\$13,973,850						\$13,973,850

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
SUBMITTED APRIL 24, 2017

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2017

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT	
Finance: E-Gov Projects	\$2,300,000
Finance: Participatory Budgeting - Cambridge Street Art Trail	\$25,000
Finance: Participatory Budgeting - Hydration Stations in Four Locations	\$37,000
Finance: Participatory Budgeting - Kinetic Energy Tiles	\$50,000
Finance: Participatory Budgeting - Real-Time Bus Tracker Displays	\$150,000
Finance: Participatory Budgeting - Safer Crosswalks for Busy Roads	\$104,000
Finance: Participatory Budgeting - Solar Power Shines	\$260,000
Finance: Participatory Budgeting - Upgrade the Moore Youth Center	\$80,000
Public Celebrations: Public Art Conservation Program	\$30,000
GENERAL GOVERNMENT TOTAL	\$3,036,000
PUBLIC SAFETY	
ECD: Dispatch Console Replacement Project	\$110,000
ECD: Public Safety Information Technology Office Improvements	\$15,000
Electrical: Streetlight Pole Replacement	\$35,000
Fire: Fire Station Facility Maintenance	\$25,000
Police: FY18 Firearm Replacement Project	\$100,200
Police: RWH Public Safety Building Maintenance	\$20,000
Traffic: Meter Technology Improvement Program	\$200,000
Traffic: Parking Garage Restoration and Improvements	\$300,000
Traffic: Traffic Signal Program	\$275,000
PUBLIC SAFETY TOTAL	\$1,080,200
COMMUNITY MAINTENANCE AND DEVELOPMENT	
Cable TV: Media Arts Studio Hi-Definition Upgrade	\$141,330
CDD: Economic Development - Biomedical Career Training Program	\$99,000
CDD: Economic Development - Microenterprise Workshops	\$32,000
CDD: Economic Development - Small Business Enhancement & Interior Access Programs	\$91,500
CDD: Economic Development - Storefront Improvements Program	\$175,000
CDD: Housing - Affordable Housing Preservation & Development	\$2,800,000
CDD: Housing - Affordable Housing Project Development	\$91,590
CDD: Housing - Home Improvement Program	\$474,895
CDD: Housing - Housing Mediation Program	\$73,710
CDD: Housing - Housing Rehabilitation Assistance Program	\$337,250

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

PROJECT	APPROPRIATIONS
CDD: Housing - Tenant Organizing Services	\$75,000
CDD: Transportation - Bicycle Parking Program	\$50,000
CDD: Transportation - Bicycle Parking Special Projects	\$33,000
CDD: Transportation - Bicycle Spot Improvements	\$33,000
CDD: Transportation - Bus Stop Improvements	\$34,000
CDD: Transportation - Safe Routes to School Bike Fleet	\$21,500
CDD: Transportation - Traffic Calming	\$300,000
Public Works: Buildings - ADA Accessibility Improvements	\$50,000
Public Works: Buildings - Energy Efficiency Projects	\$100,000
Public Works: Buildings - Flooring & Furnishings	\$50,000
Public Works: Buildings - Municipal Facilities Improvement Plan	\$2,000,000
Public Works: Cemetery - Cemetery Space Optimization and Beautification Project	\$50,000
Public Works: Parks - Park Play Area Shade Structures	\$50,000
Public Works: Parks - Park Surfacing Restoration Program	\$150,000
Public Works: Parks - Park Water Conservation Program	\$100,000
Public Works: Sewer/Stormwater - Remedial Construction	\$1,000,000
Public Works: Streets - Complete Streets Reconstruction	\$3,089,540
Public Works: Trees - Emerald Ash Borer Treatment	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	\$425,000
Water: Drainage and Community Garden Project	\$650,000
Water: Fresh Pond Master Plan Implementation	\$250,000
Water: Reservoir Facilities Improvements - Upcountry	\$120,000
Water: Reservoir Gaging Weather Station Maintenance	\$180,000
Water: Water Meter Replacement	\$1,000,000
Water: Water Works Construction	\$1,200,000
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL	\$15,527,315
HUMAN RESOURCE DEVELOPMENT	
Human Services: Danehy Park Maintenance	\$36,300
Human Services: DHSP/CLC Jefferson Park Gateways ESOL New Classroom Furnishings and Technology	\$65,000
Human Services: Fresh Pond Golf Course Improvements	\$20,000
Human Services: Human Services Buildings Maintenance	\$25,000
Human Services: War Memorial Recreation Center Maintenance	\$48,000
Library: Main Library Building Maintenance	\$25,000
HUMAN RESOURCE DEVELOPMENT TOTAL	\$219,300
EDUCATION	
School: Furniture Replacements/School Facilities Maintenance	\$50,000
EDUCATION TOTAL	\$50,000
TOTAL	\$19,912,815

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:

FINANCING PLAN CLASSIFICATION	REVENUE
Chapter 90	\$2,564,540
Community Development Block Grant	\$1,274,945
Departmental Revenue	\$3,009,330
Parking Revenue Fund	\$1,258,000
Property Taxes	\$6,606,000
Sewer Service Charges	\$1,000,000
Street Preservation Offset Fund	\$375,000
Tree Program Revenues	\$325,000
Water Service Charges	\$3,500,000
TOTAL	\$19,912,815

SECTION VIII

GLOSSARY, ACRONYM TABLE, AND INDEX

GLOSSARY

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

ACCOUNTING SYSTEM. A system of financial recordkeeping that 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's 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

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. 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

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.

ENVISION CAMBRIDGE. A community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge.

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 state Department of Revenue 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 (e.g. FY18 ends June 30, 2018).

FREE CASH. Funds remaining from the operations of the previous fiscal year that are certified by the state Department of Revenue'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

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 2.5% 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.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

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.

GENERAL OBLIGATION BONDS. Bonds issued by a municipality that 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.

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.

INTERSECTIONALITY. Intersectionality is a concept often used in critical theories to describe the ways in which oppressive institutions (racism, sexism, homophobia, transphobia, ableism, xenophobia, classism, etc.) are interconnected and cannot be examined separately from one another.

GLOSSARY

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.

LICENSE & PERMIT FEES. The charges related to regulatory activities and privileges granted by government in connection with regulations.

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.

MINIBONDS. General obligation bonds sold directly to residents in denominations of \$1,000.

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. 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.

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

OTHER POST-EMPLOYMENT 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.

PARTICIPATORY BUDGETING. A democratic process in which residents directly decide how to spend part of a public budget.

GLOSSARY

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.

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 2.5% 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 2.5% 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, S&P Global Ratings, 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.

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.

GLOSSARY

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.

VISION ZERO. A strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. The City Council adopted Vision Zero in March 2016.

ZERO WASTE MASTER PLAN. A plan to guide City recycling, compost, and trash program to reach a goal of reducing trash by 30% by 2020 and by 80% by 2050 from a 2008 baseline.

ACRONYM TABLE

ACS	American Community Survey
ADA	Americans with Disabilities Act
AV	Audiovisual
BZA	Board of Zoning Appeal
CAC	Cambridge Arts Council
CAFR	Comprehensive Annual Financial Report
CASPAR	Cambridge and Somerville Program for Alcoholism and Drug Abuse Rehabilitation
CAU	Crime Analysis Unit (Police)
CBA	Collective Bargaining Agreement
CCSW	Cambridge Commission on the Status of Women
CCTV	Cambridge Community Television
CD	Certified Deposit
CDBG	Community Development Block Grant
CDD	Community Development Department
CEP	Cambridge Employment Program (Human Services)
CET	Community Engagement Team (Human Services)
CFD	Cambridge Fire Department
CHA	Cambridge Health Alliance; Cambridge Housing Authority
CHC	Cambridge Historical Commission; Cambridge Hoarding Coalition (Council on Aging)
CHRC	Cambridge Human Rights Commission
CIPP	Cured-in-place Pipe
CIRC	Commission on Immigrant Rights & Citizenship (Human Rights Commission)
CISM	Critical Incident Stress Management Team (Police)
CLC	Community Learning Center (Human Services)
CMR	Code of Massachusetts Regulations
CMT	Constant Maturity Treasury
CO	Certificate of Occupancy
COA	Council on Aging (Human Services)
CoC	Cambridge Continuum of Care
COFI	Cost of Funds Index
COLA	Cost of Living Adjustment
COT	Cambridge Office for Tourism (Executive)
CPA	Community Preservation Act
CPD	Cambridge Police Department
CPHD	Cambridge Public Health Department
CPS	Cambridge Public Schools
CRLS	Cambridge Rindge and Latin School
CRM	Customer Relationship Management
CSI	College Success Initiative (Human Services); Community Safety Initiative (Police)
CWD	Cambridge Water Department
CYP	Cambridge Youth Programs (Human Services)
d/b/a	Doing business as
DCR	Massachusetts Department of Conservation and Recreation
DEP	Massachusetts Department of Environmental Protection
DGVPI	Domestic and Gender-Based Violence Prevention Initiative (Executive)
DHCD	Massachusetts Department of Housing and Community Development

ACRONYM TABLE

DHSP	Department of Human Service Programs
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
DV	Domestic Violence
EAB	Emerald Ash Borer
ECC	Emergency Communications Center
ECD	Emergency Communications Department
EDD	Economic Development Division (Community Development)
EFT	Electronic Funds Transfer
E-Gov	The City's IT Governance Model
ELA	English Language Arts
EMS	Emergency Medical Services
EOPSS	Massachusetts Executive Office of Public Safety and Security
EPA	U.S. Environmental Protection Agency
EPAC	Emergency Preparedness and Coordination (Fire)
ESOL	English for Speakers of Other Languages
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Association
FHAP	Fair Housing Assistance Program
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information Systems
GLBT	Gay, Lesbian, Bisexual, and Transgender
GOLD	Girls Only Leadership Development Program (Mayor's Office)
GPL	Harvard University's Government Performance Lab
GPS	Global Positioning System
Hazmat	Hazardous Materials
HMO	Health Maintenance Organization
HOME	HUD HOME Investment Partnerships Program
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
HVE	High-Visibility Enforcement
IAFF	International Association of Fire Fighters
IEP	Individualized Education Plan
ISD	Inspectional Services Department
ISO	Insurance Services Office
ISP	Internet Service Provider
IT	Information Technology
ITD	Information Technology Department (Finance)
K	Thousand
KOED	King Open Extended Day
kW	Kilowatt

ACRONYM TABLE

kWH	Kilowatt-Hours
LCESS	Low Carbon Energy Supply Study
LED	Light Emitting Diode
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus
M	Million
MA	Massachusetts
MAPC	Metropolitan Area Planning Council
MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transportation Authority
MCC	Massachusetts Cultural Council
MCWT	Massachusetts Clean Water Trust
MFIP	Municipal Facilities Improvement Plan
MGL	Massachusetts General Laws
MHz	Megahertz
MIT	Massachusetts Institute of Technology
MMBtu	One Million British Thermal Units
MOVA	Massachusetts Office for Victim Assistance
MSA	Metropolitan Statistical Area
MSBA	Massachusetts School Building Authority
MSPCA	Massachusetts Society for the Prevention of Cruelty to Animals
MSYEP	Mayor's Summer Youth Employment Program (Human Services)
MTU	Meter Transmission Unit
MUNIS	Municipal Uniform Information System
MV	Motor Vehicle
MWPA	Massachusetts Wetlands Protection Act
MWRA	Massachusetts Water Resources Authority
NECTA	New England City and Town Area
NFPA	National Fire Protection Association
NRS	Neighborhood Revitalization Strategy
NZAP	Net Zero Action Plan
OOM	Other Ordinary Maintenance
OPEB	Other Post-Employment Benefits
OST	Out of School Time
OWD	Office of Workforce Development (Human Services)
PB	Participatory Budgeting
PC	Personal Computer
PERAC	Public Employee Retirement Administration Commission
PH	Public Health
PILOT	Payments In-Lieu-Of Tax
PIO	Public Information Office (Executive)
PRAB	Police Review and Advisory Board
PRC	E-Gov Project Review Committee
PSAP	Public Safety Answering Position
PSIT	Public Safety Information Technology (Emergency Communications)
PTDM	Parking and Transportation Demand Management
PTSD	Post-Traumatic Stress Disorder

ACRONYM TABLE

PV	Photovoltaic
RMV	Registry of Motor Vehicles
RWH	Robert W. Healy Public Safety Building
SEL	Social Emotional Learning
SIU	Special Investigations Unit (Police)
SMS	Short Message Service (text message)
SOGI	Sexual Orientation and Gender Identity
SPOF	Street Preservation Offset Fund
SRT	Special Response Team (Police)
STEAM	Science, Technology, Engineering, Arts, and Math
TEU	Traffic Enforcement Unit (Police)
TIC	True Interest Cost
TPF	Tactical Patrol Force (Police)
TPT	Traffic, Parking & Transportation Department
TSD	Technical Services Division (Fire)
TV	Television
UASI	Urban Area Security Initiative
UD	Universal Design
UGGA	Unrestricted General Government Aid
US	United States
USGS	U.S. Geological Survey
VA	U.S. Department of Veterans Affairs
VLRC	Veterans' Life and Recreation Center
VoIP	Voice Over Internet Protocol
wifi	Wireless Fidelity (wireless internet)
WTO	Water Treatment Operations (Water)
YFSU	Youth & Family Services Unit (Police)
YRO	Youth Resource Officer (Police)
YWCA	Young Women's Christian Association

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