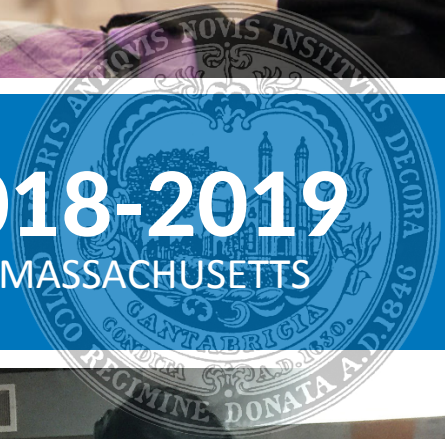




ANNUAL BUDGET 2018-2019

ADOPTED BY THE CITY COUNCIL, CAMBRIDGE, MASSACHUSETTS



This cover represents the engagement of Cambridge youth in **science, technology, engineering, arts, and math (STEAM)** programs and events sponsored by the City's STEAM Initiative, the Cambridge Public Library, and local community-based organizations. The City is committed to expanding access to quality STEAM activities for youth and families.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cambridge
Massachusetts**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

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, 2017.

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.

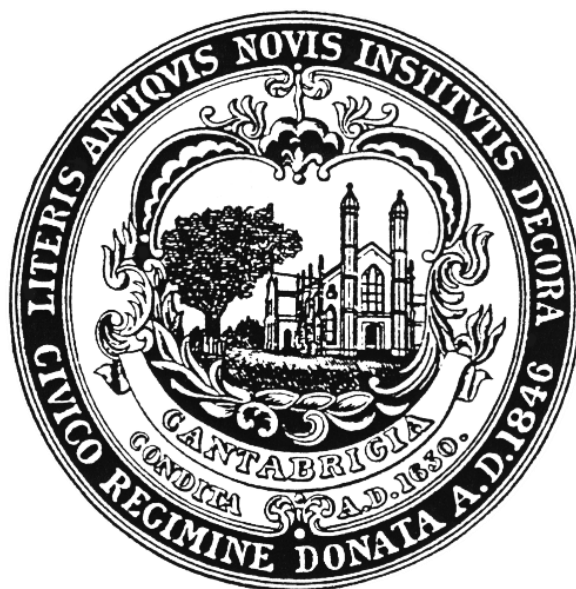
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

The City has earned the Distinguished Budget Presentation Award for 33 consecutive years.

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CITY OF CAMBRIDGE 2018-2019 ANNUAL BUDGET

PREPARED BY THE BUDGET OFFICE



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Many thanks to all City staff who assisted throughout the budget process.

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SECTION I

INTRODUCTION

CITY MANAGER'S BUDGET MESSAGE



LOUIS A. DePASQUALE
City Manager

City of Cambridge Executive Department

LISA C. PETERSON
Deputy City Manager

May 21, 2018

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

I am pleased to present the adopted Operating and Capital Budgets for the City of Cambridge for FY19 as well as the proposed FY20-23 Operating and Capital Plans. This Operating Budget of \$636,451,110 represents an increase of \$25,749,885, or 4.22%, over the FY18 Adjusted Budget. The adopted Capital Budget is \$105,417,995.

Last year, the City Council prepared new goals, which are reflected in this FY19 budget submittal. This budget demonstrates the collaborative work of the administration and City Council to address the pressing needs for current and future Cambridge residents and visitors. As you will see in this budget document, 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 its leadership and for its active engagement in the FY19 budget process.

The FY19 budget reflects additional resources to create and preserve affordable rental and homeownership opportunities for low, moderate, and middle-income families and residents. To assist in this important effort, the budget includes the funding of a Housing Ombudsman, and an Inclusionary Housing Planner. As I did last year, I am recommending another capital allocation funded by Building Permit revenue of \$3,450,000 to support the City's Affordable Housing Trust. This is an increase from the \$2.8 million appropriated in FY18. Since 2002, and through FY18, the City has appropriated more than \$147 million for affordable housing initiatives. These funds have been used to preserve or create more than 1,750 affordable units to date. The FY19 funds will supplement 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. In FY19, across several City budgets, there will be \$23.9 million invested in funds dedicated to housing and homelessness.

The City successfully piloted a winter warming center in FY18. During FY19, the winter warming center will be expanded to four and a half months, and will continue operating out of the lower level of the Citywide Senior Center. The warming center, a collaboration between Human Services, the Police, and BayCove Human Services as the operator, will help individuals who are homeless in Cambridge and not accessing the shelter system to stay safe and warm overnight during the winter. 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.

CITY MANAGER'S BUDGET MESSAGE

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 million from the Parking Fund's Fund Balance in FY19 for additional infrastructure and safety improvements in Inman Square.

Envision Cambridge, the citywide planning process, is advancing into the final phase, which will focus on public conversations, workshops, focus groups, and street team activities to help guide future change in the city. In FY19, Envision Cambridge will build upon this work to balance recommendations across focus areas and articulate priorities for implementation. Community conversations will inform management of future growth and develop strategies for how the city's major corridors will evolve. To respond to current conditions, including growth in development and rezoning proposals, Community Development will be expanding capacity with three new positions in key areas such as inclusionary housing, economic development, and community outreach and communication.

In April 2018, the City expanded curbside compost pickup to all residential buildings with 1-12 units. This program now reaches 25,000 households. In FY19, the City will also initiate a small business recycling collection pilot program, which is expected to serve up to 150 businesses by providing twice weekly pickup of three recycling receptacles per business at no cost. The City continues to serve as a leader in environmental sustainability and provides high quality services to residents and small businesses.

As part of our commitment to building a comprehensive early childhood system, the City is investing an additional \$1.1 million in FY19 for the Birth to Third Partnership. These additional funds will more than double the number of very low-income children accessing high quality community-based preschools. The Partnership, a collaboration between the School Department and Human Services, will also expand home visiting programs, increase professional development workshops for all early childhood providers, and expand child development and behavioral health supports to early childhood programs. Human Services and Cambridge Public Schools will invest a total of \$13.4 million in early childhood education and services in FY19.

In FY19, the City will continue to invest in public safety, with the addition of one deputy superintendent, one child psychologist, one social worker, and three new patrol officers to the Police Department. Additionally, the Department has created the Family and Social Justice Unit, which seeks to formalize its social justice approach to policing and increase its capacity to serve and protect the most vulnerable populations: juveniles, homeless, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assault. The new Unit will work to provide services that divert individuals from the criminal justice system toward the support services they need. The FY19 budget also formalizes the creation of the Office of Procedural Justice. Believed to be the first of its kind in the nation, the Office of Procedural Justice will focus on proactively monitoring data related to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents. The Office will also assess the Department's compliance with statutes, ordinances, and regulations aimed at mandating accountability.

CITY MANAGER'S BUDGET MESSAGE

The FY19 budget continues to fund and promote the importance of Science, Technology, Engineering, Arts, and Math (STEAM) education through the robust support of the citywide STEAM Initiative and launch of STEAM at the Library. Our citywide efforts will create additional entry points to STEAM disciplines that intentionally engage learners who have traditionally been underrepresented in STEAM programming and have not had access to experiences that would put them on a pathway to a STEAM career. This year's budget includes funding for two full-time STEAM coordinator positions, and an additional \$60,000 in programming support shared between Human Services and the Library.

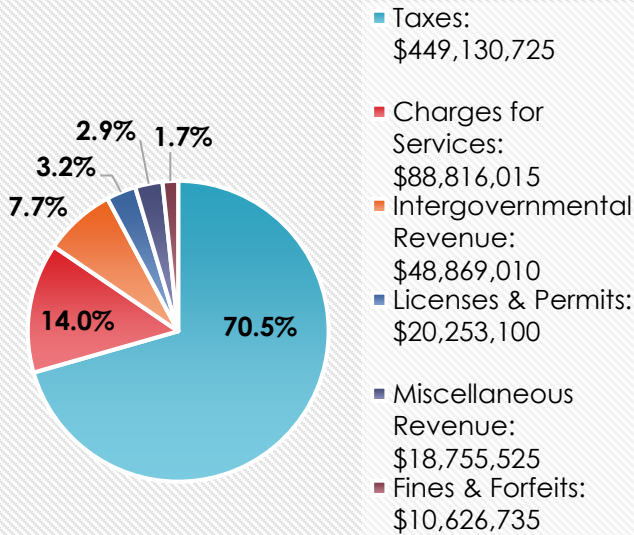
The City is advancing a comprehensive initiative that supports the growth, skill building, and development of all City employees to cultivate an environment which reflects values of equity and inclusion. This year's budget includes an additional \$100,000 for diversity and inclusion training, and initial funds to develop a strategic guide for achieving diversity in City recruitment, hiring, retention, and promotion policies and practices. The City will also continue to expand training opportunities to enable staff to lead a thriving and diverse workforce.

Getting residents more engaged in local government, particularly around finance, has been a priority of mine. Every year, Participatory Budgeting (PB) brings out thousands of residents to brainstorm and vote for creative capital projects that are included in our Public Investment Budget. In FY19, the City will implement the seven winning projects from the fourth PB process, which include 100 trees, critical resource kits for the homeless, 10 flashing crosswalks, 10 water bottle fill stations, new musical instruments for Cambridge Rindge and Latin School, four living moss walls, and upgrades to the Gately Youth Center. More details on these projects can be found in the Public Investment Section and at pb.cambridgema.gov. In FY19, the City will launch its fifth annual PB process in which residents will decide how to spend \$900,000 of the City's FY20 capital budget.

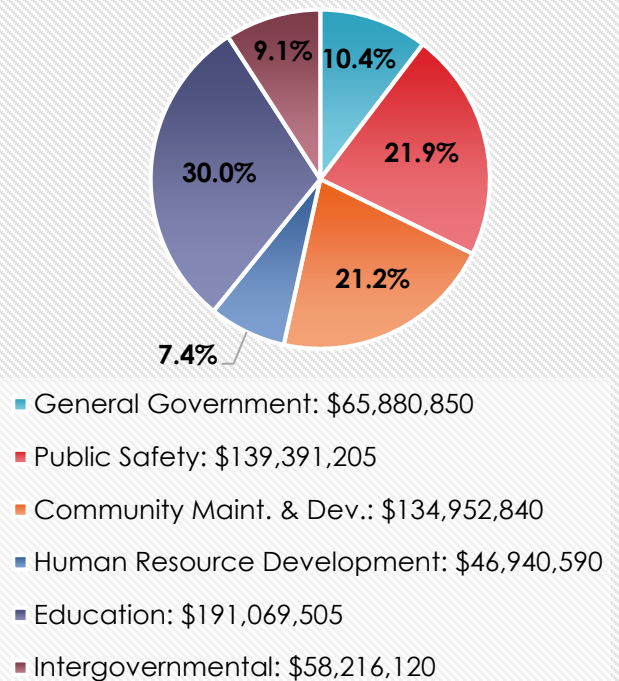
In February 2018, the City held its second minibond sale to encourage residents to directly invest in Cambridge infrastructure. Residents could purchase minibonds in denominations of \$1,000 for a maximum total investment of \$25,000. The City sold \$1,858,000 in minibonds to 217 residents, with a median submitted order of \$5,000 and an average submitted order of \$8,562. The City will use proceeds from the minibond issuance to support a variety of capital projects.

CITY MANAGER'S BUDGET MESSAGE

**FY19 REVENUES BY CATEGORY:
\$636,451,110**



**FY19 EXPENDITURES BY FUNCTION:
\$636,451,110**



FY19 OPERATING BUDGET

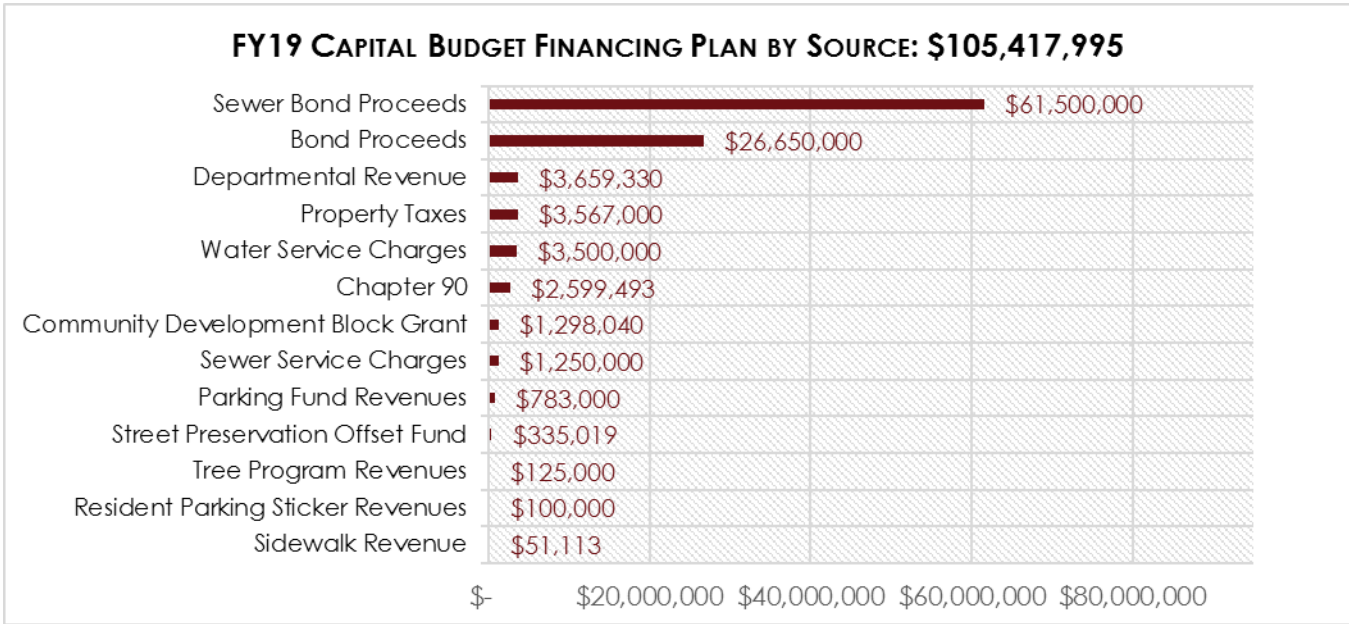
The proposed Operating Budget of \$636,451,110 includes the following:

- Collaboration between the City and School administration, elected officials, and fiscal staff once again resulted in a successful School budget process. The City increased property tax support to schools to 6%. The School Committee adopted the School Department Budget of \$191,069,505 on April 3, 2018.
- A total property tax levy of \$412,085,225 will support the General Fund Operating and Capital Budgets. This is an increase of \$23,004,866, or 5.91%, from the FY18 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 FY19 budget, once actual FY18 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 \$9,000,000 in Free Cash to lower the property tax levy increase, which is consistent with the City's financial plan.

CITY MANAGER'S BUDGET MESSAGE

- The FY19 budget includes a 0% increase in the water rate and a 7.5% increase in the sewer rate. Resulting in a 5.6% increase in the combined rate as adopted by the City Council on March 26, 2018. This is the eighth consecutive year that the City has been able to produce a 0% water rate increase.
- Parking Fund revenues will provide \$22.2 million to support the operating budgets of various departments, including Traffic and Parking, plus an additional \$883,000 to support capital projects such as traffic calming, energy efficiency initiatives, and bicycle infrastructure improvements.
- The City Debt Stabilization Fund will provide \$3.5 million to cover debt service costs.
- This budget includes a 2.5% cost of living adjustment for all non-union employees and for those unions with settled contracts, a 5.4% increase in health insurance, a 11% increase in dental, and a 6.6% increase related to pensions.
- The Health Claims Trust Fund is providing \$11.5 million, an increase of \$2,480,000, to support the health insurance budget.
- An Other Post Employment Benefits (OPEB) contribution of \$2 million, which is consistent with the FY18 allocation.
- 25 full-time positions have been added to the FY19 budget to provide appropriate support for the growth in programs throughout the city. New positions include:
 - ❖ Six positions in the Police Department: one deputy superintendent, a child psychologist, a social worker, and three patrol officers.
 - ❖ Four positions in Public Works: a senior engineer for building permit reviews and inspections, a building services administrator, a project manager for municipal facilities improvements, and a public works off-hours supervisor.
 - ❖ Three positions in Community Development: an inclusionary housing planner, a communications manager, and an economic development planner.
 - ❖ Three positions in Human Services: a STEAM coordinator, a staff person for the Middle School Connector program, and an Early Childhood quality and professional development staff member.
 - ❖ Two positions in the Mayor's Office: deputy chief of staff and education liaison.
 - ❖ Two positions in Traffic, Parking & Transportation: a communications and outreach specialist, and an assistant for the Street Occupancy Permit unit.
 - ❖ One position in Executive: a housing ombudsman.
 - ❖ One position in Finance: an IT enterprise applications specialist.
 - ❖ One position in Emergency Communications: a public safety IT enterprise application specialist.
 - ❖ One position in Historical Commission: a survey director position going from part-time to full-time.
 - ❖ One position in Library: a manager of curriculum for STEAM initiatives.

CITY MANAGER'S BUDGET MESSAGE



FY19 CAPITAL BUDGET

The proposed Capital Budget of \$105,417,995 includes the following:

- Sewer and stormwater projects at River Street (\$34,000,000 - operating and sewer) and The Port (\$40,000,000), remedial construction (\$1,250,000), climate change (\$500,000), capital repairs (\$5,000,000), and streets and sidewalks (\$6,135,625).
- A \$3,567,000 Pay-As-You-Go Public Investment allocation, which includes \$1,100,000 in IT projects as part of the E-Gov initiative, \$1,600,000 for City Capital projects, and \$867,000 for the winning Participatory Budgeting projects.
- As has been done over the past budget cycles, \$5,000,000 will be bonded to fund Phase III 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, 2018, the City sold \$82,465,000 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 a true interest cost of 2.7%. In February, the City sold \$1,858,000 in minibonds to Cambridge residents at a rate of 2% for a five-year term.

CITY MANAGER'S BUDGET MESSAGE

OUTLOOK

FY17 was another strong year financially for the City. Our sound financial practices have left the City with substantial reserves, including \$211.1 million in Free Cash, \$181.5 million in excess levy capacity, \$47.4 million in the Debt Stabilization Fund, \$26.7 million in the Health Claims Trust, \$14.7 million in the Parking Fund Fund balance, and \$9.95 million in the Water Fund Fund balance. We anticipate also ending FY18 in a very strong financial position.

The City has used \$28.6 million in Free Cash in FY18 to date. Major appropriations include \$9 million to lower the property tax rate, \$1.2 million for E-Gov initiatives, \$2 million for municipal facilities improvements, \$5 million for the Green Line Extension, an \$8 million transfer to the Debt Stabilization Fund, and \$2.5 million for snowstorm-related expenditures. I anticipate requesting appropriations before year-end to cover additional costs related to the demolition of Vail Court. I anticipate there will be additional Free Cash requests prior to June 30th.

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. 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. It is important that a healthy balance of development between residential and commercial be continued to ensure homeowners' real estate taxes remain affordable.

Major priorities that will impact the budget over the next few years include bonded projects such as the Tobin and Vassal Lane Upper Schools; the rehabilitation of the Foundry Building; year two of our \$5 million commitment to the Green Line Extension Project; municipal building expansion opportunities; recommendations from citywide planning efforts; 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.

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 level 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.

CITY MANAGER'S BUDGET MESSAGE

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 FY19 objectives.

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

Very truly yours,

A handwritten signature in black ink that reads "Louis A. DePasquale". The signature is written in a cursive, flowing style.

Louis A. DePasquale

SIGNIFICANT BUDGET MODIFICATIONS

| DEPARTMENT | DESCRIPTION | COST | POSITIONS |
|-----------------------------------|--|--------------------|-----------|
| GENERAL GOVERNMENT | | | |
| EXECUTIVE | City Manager's Office: To provide funding for the hire of a Housing Ombudsman. | \$130,118 | 1 |
| | Domestic Violence: To provide funding for the hire of a part-time Prevention Specialist. | \$64,211 | |
| | Equity & Inclusion: To provide additional funding for diversity training. | \$100,000 | |
| | TOTAL | \$294,329 | 1 |
| FINANCE | IT: To provide funding for the hire of an Enterprise Applications Specialist. | \$156,922 | 1 |
| MAYOR | Reconfiguration of Mayor's Office staff. | \$172,737 | 2 |
| PUBLIC SAFETY | | | |
| ANIMAL COMMISSION | To provide funding for the hire of a part-time Animal Control Officer to extend coverage in the office. | \$31,075 | |
| EMERGENCY COMM. | To provide funding for the purchase of a cargo transit vehicle. | \$32,000 | |
| | To provide funding for the hire of an Enterprise Applications Specialist. | \$159,375 | 1 |
| | TOTAL | \$191,375 | 1 |
| FIRE | To provide additional funding for firefighter training. | \$20,000 | |
| | To provide additional funding for Fire Station facility maintenance. | \$25,000 | |
| | To provide funding for the hire of a consultant to design a wellness/fitness program. | \$50,000 | |
| | TOTAL | \$95,000 | |
| POLICE | To provide additional funding for vehicle replacement and uplift, as well as to add one unmarked vehicle. | \$90,000 | |
| | To provide additional funding for leadership training. | \$40,000 | |
| | To provide funding for expected overtime costs due to ratification of new collective bargaining agreements and additional public safety assignments. | \$400,000 | |
| | To provide funding for the hire of a Deputy Superintendent. | \$222,540 | 1 |
| | To provide funding for the hire of 3 Patrol Officers. | \$481,692 | 3 |
| | To provide funding for the hire of a Child Psychologist. | \$194,690 | 1 |
| | To provide funding for the hire of a Social Worker. | \$94,320 | 1 |
| | TOTAL | \$1,523,242 | 6 |
| TRAFFIC, PARKING & TRANSPORTATION | To provide funding for the hire of an Assistant for the Street Occupancy Permit unit. | \$119,485 | 1 |
| | To provide funding for the hire of a Communication/Outreach Coordinator. | \$133,120 | 1 |
| | TOTAL | \$252,605 | 2 |

SIGNIFICANT BUDGET MODIFICATIONS













| COMMUNITY MAINTENANCE AND DEVELOPMENT | | | |
|---------------------------------------|---|------------------|----------|
| COMMUNITY DEVELOPMENT | To provide funding for an Incentive Zoning Nexus Study to reassess the appropriate amount for incentive zoning housing contribution and other policy changes. | \$85,000 | |
| | To provide funding for a Future of Transportation Strategy Consultant to commission a planning study. | \$50,000 | |
| | To provide funding for an Electric Vehicle Supply Equipment Strategy/Marketing Consultant to commission a set of recommendations regarding electric vehicles. | \$70,000 | |
| | To provide funding for the hire of a Communications Manager. | \$131,900 | 1 |
| | To provide funding for the hire of an Inclusionary Housing Rental Program Planner. | \$98,042 | 1 |
| | To provide funding for the hire of a Senior Economic Development Manager. | \$98,042 | 1 |
| | TOTAL | \$532,984 | 3 |
| DEBT SERVICE | Increase in debt payments per debt service schedule. | \$3,967,820 | |
| HISTORICAL COMMISSION | To provide additional funding to change the Survey Director position from part-time to full-time. | \$62,763 | 1 |
| PUBLIC WORKS | To provide funding for the expansion of the safety program for safety-sensitive City departments to implement required DLS safety practices and procedures. | \$75,000 | |
| | To provide funding for a Solid Waste Recycling Pilot Program geared to small business recycling collection. | \$150,000 | |
| | To provide funding for athletic field improvements and maintenance at Rindge Field. | \$50,000 | |
| | To provide funding for the hire of an Engineer for Building Permit Reviews & Inspections. | \$140,895 | 1 |
| | To provide funding for the hire of a Building Services Administrator. | \$121,890 | 1 |
| | To provide funding for the hire of a Project Manager for the Municipal Facilities Improvement Program. | \$176,163 | 1 |
| | To provide funding for the hire of an off-hours Supervisor to expand night and weekend staffing. | \$120,866 | 1 |
| | To provide funding for the hire of a part-time Technical Support IT position. | \$64,056 | |
| | TOTAL | \$898,870 | 4 |
| WATER | Debt Service payments decreased. | (\$121,000) | |
| HUMAN RESOURCE DEVELOPMENT | | | |
| HUMAN SERVICES | To provide additional funding for the Race & Equity Initiative. | \$30,436 | |
| | To increase the amount of funding available in Community School Scholarships. | \$100,000 | |
| | To provide additional funding for the Fuel Assistance and Summer Food support programs. | \$80,000 | |

SIGNIFICANT BUDGET MODIFICATIONS

| | | | |
|--------------------------|---|---------------------|-----------|
| | To provide funding for the hire of a part-time Preschool Enrollment Assistant. | \$73,555 | |
| | To provide funding for an expansion of the Early Childhood Program and the hire of professional development staff. | \$1,100,000 | 1 |
| | To provide funding for the hire of an Out of School Time Middle School Youth Connector to expand the pilot program. | \$88,995 | 1 |
| | To provide funding for the hire of a STEAM position and expand STEAM programming. | \$155,516 | 1 |
| | TOTAL | \$1,628,502 | 3 |
| LIBRARY | To provide funding for the hire of a Manager of Curriculum for STEAM and expand STEAM programming. | \$155,516 | 1 |
| EDUCATION | | | |
| SCHOOL | Increase of 6% in the property tax support of the FY19 budget. | \$8,023,060 | |
| INTERGOVERNMENTAL | | | |
| CHERRY SHEET | Expected Cherry Sheet assessment increase. | \$2,447,090 | |
| MWRA | Increase in MWRA's assessment. | \$755,710 | |
| TOTAL | | \$21,037,525 | 25 |

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 |
|---|--|
|  | 1. Increase access to affordable housing for all income groups. |
|  | 2. Ensure that Cambridge offers economic and educational opportunity to all. |
|  | 3. Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience. |
|  | 4. Expand and deepen community engagement. |
|  | 5. Develop more proactive, inclusive, and transparent city planning process. |
|  | 6. Make it easy to move safely through the City, especially by sustainable modes of transportation. |
|  | 7. Increase opportunities for all residents to enjoy the City’s open spaces. |
|  | 8. Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem. |
|  | 9. Improve Council’s capacity to collaborate more effectively, make better decisions, and increase its accountability to the public. |
|  | 10. Ensure City’s budget allocates resources responsibly and responsively. |
|  | 11. Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge’s core values. |
|  | 12. Eliminate bias within the City workplace and wider community. |

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 FY18, the City has appropriated more than \$147 million for affordable housing initiatives. These funds have been used to preserve or create more than 1,750 affordable units to date. The FY19 budget includes \$3.45 million in capital funds to be appropriated to the Affordable Housing Trust. This is an increase of \$650,000 from FY18. These funds will supplement FY19 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.

Initiatives to create and preserve affordable housing include:

- Concord Highlands: 98 new units of mixed-income affordable housing will be under construction in FY19 on Concord Avenue.
- Frost Terrace: Financing commitments are now being sought for 40 new units of affordable rental housing that have been approved in Porter Square.
- Squirrelwood: 23 new affordable rental units have been approved to be built as part of an effort to recapitalize and preserve affordability of 65 affordable units between Linwood Court and Squirrel Brand Apartments.
- Preserving Housing At-Risk: Planning for the preservation of affordability at the 504-unit Fresh Pond Apartments and the 61-unit George Close Building continues with progress toward successful preservation being made on these properties, the last of 10 properties identified in 2010 as being at significant risk.
- Inclusionary Housing: 1,050 units have been completed or are now approved pending construction under the City's Inclusionary Housing provisions. More than 540 households have been newly housed in inclusionary rental units in the past five years. With close to 250 new inclusionary units now under construction, the City will begin to see delivery of these units in FY19.
- Affordable Homeownership: The City oversees more than 500 affordable homes. Over 85 residents purchased their homes with assistance from the City in the last five years, and more than 285 residents have purchased a City-assisted affordable home in the last decade.

KEY INITIATIVES

BIRTH TO THIRD PARTNERSHIP



The Birth to Third Partnership, developed from the City Manager’s Early Childhood Task Force Report, will expand access to high quality early childhood experiences for children in FY19. With an additional \$1.1 million invested, the number of very low-income children accessing high quality, community-based preschools will more than double. At the same time, intensive quality coaching and support will be provided to a cohort of community programs that already serve low-income children. A parallel quality improvement pilot will begin with family childcare providers who serve a large number of low-income infants and toddlers. The Partnership, a collaboration

between the School Department and the Department of Human Service Programs (DHSP), will also expand home visiting programs, increase professional development workshops for all early childhood providers, and expand child development and behavioral health supports to early childhood programs. In FY19, the Partnership will also work on enhancing transitions for children from early childhood programs to the schools through collaborative workshops and other transition activities.

1,000 BOOKS BEFORE KINDERGARTEN

The Cambridge Public Library’s 1,000 Books Before Kindergarten program encourages and challenges all families with young children to try and read 1,000 books before they start kindergarten. Sharing so many books together before kindergarten is one of the most fun and rewarding ways to get started on a lifetime of learning. Through the program, librarians let families know that reading is important, that the Library is a resource for everyone, and that anyone can do it! 1,000 books is only four books a week from the time a child is born until they enter kindergarten.

So far, 2,300 children have registered for the program and collectively they have read 371,500 books! Children and families keep track of their reading on a canvas bag they receive when they register. Each time a child finishes a 250-book milestone, they receive a book to keep for their personal home library. 211 children have already finished reading 1,000 books and completed the program. We expect many more children to reach this milestone this year!



KEY INITIATIVES

BUSINESS IN THE CITY

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

- **Business Recruitment:** The City works with our business and development partners to bring new businesses and jobs to the area. This year, the City worked with Philips, the international health technology leader, to move its North American headquarters to 243,000 square feet in Cambridge Crossing that will be home to 2,000 employees. In addition, BIO International, the largest life sciences conference in the nation, returns to Boston in June 2018. Cambridge will work with the Life Sciences Corridor, a five-city economic development initiative that focuses on the continued regional growth of the life sciences sector, to highlight the strengths of the area through events, bus tours, and conference presence in the Massachusetts Pavilion.
- **Retail Strategy Plan:** In FY18, the Community Development Department (CDD) began implementing recommendations from CDD's work with a retail strategy consultant to develop best practice policies and programs to support and enhance the retail environment in Cambridge. This includes creating a District Needs Assessment for Central Square (Inman Square will be completed in FY19), developing interpreter services and translating our Steps to Starting a Business Guide, and hosting a Small Business Summit. We're also offering a Small Business Coaching Program that includes legal assistance for commercial lease review, coordinating with the Department of Public Works (DPW) on future construction impacts, and launching a Cambridge Food Truck Pilot Program. The FY19 budget will add a Senior Economic Development Manager to assist in this initiative.
- **Small Business Challenge:** In FY18, the City expanded the Small Business Challenge to provide one-time grants between \$1,000-\$5,000 for well designed projects that bring together neighborhood business interests around shared goals of improved design, promotion, and business resilience in a commercial area. The Challenge expands opportunities for businesses to collaborate with CDD, the Cambridge Office of Tourism, the Cambridge Arts Council, and other City departments to bring positive benefits to businesses, residents, and visitors alike.
- **Food Truck Pilot:** The City launched a Food Truck Pilot Program in FY18. Food trucks will vend at three locations in the city from April through October 2018. Food trucks are an important and growing part of the Cambridge food business economy. Like farmers markets and open-air festivals, food trucks offer new food businesses a relatively low-cost opportunity for testing menu items, building brand awareness, and growing a loyal customer base. Additionally, their "pop-up" style of operation introduces a playful element to public spaces that residents, workers, and visitors enjoy and appreciate as part of a high quality of life in Cambridge.



KEY INITIATIVES

COLLEGE SUCCESS INITIATIVE

The College Success Initiative launched the Campus-Based College Success Coaching Program in the spring of 2015, with part-time coaches based at Bunker Hill Community College (BHCC) and UMass Boston. These colleges serve the highest numbers of graduates from Cambridge Rindge and Latin School (CRLS), the Community Learning Center’s Bridge to College program, and Just-A-Start’s YouthBuild program. Through an expansion of City and grant funds in FY18, we were able to expand the BHCC coaching position to full-time. In FY19, additional grant and City funds will support a second full-time College Success coach position. This will increase the coach’s presence for CRLS students at UMass Boston, support an increasing number of students who transfer from BHCC to UMass, and expand much needed coaching supports to the Bridge to College and YouthBuild graduates at Bunker Hill. The coaches currently support over 160 students and will continue to absorb new students as they matriculate to these institutions, providing individual support to help students persist and earn a post-secondary credential.

COMMISSION ON IMMIGRANT RIGHTS AND CITIZENSHIP

The Commission on Immigrant Rights and Citizenship (CIRC) hired an Immigrant Services Liaison in September 2017 who reaches out to the range of immigrant communities in Cambridge with information about legal resources, English for Speakers of Other Languages classes, citizenship classes, housing resources, school and afterschool programs, and other City and local resources. In December 2017, CIRC launched the City of Cambridge/Community Legal Services and Counseling Center (CLSACC) Immigrant Legal Screening Clinic. The Screening Clinic occurs on the third Wednesday of every month at CLSACC’s new location in East Cambridge. The clinics are free and open to all Massachusetts resident immigrants. Attendees are able to consult with an experienced immigration attorney for up to a half hour, followed by a referral to a no-cost, low-cost, or fee-for-service immigrant attorney, as appropriate. The FY19 budget includes funds for the Screening Clinic, the Immigrant Services Liaison, and translation and printing of resource material.



KEY INITIATIVES

COMMUNITY PRESERVATION ACT

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

Through FY18, the City has appropriated/reserved a total of \$180.3 million for CPA projects, including \$144.3 million for affordable housing initiatives, \$18 million for historical preservation projects, and \$18 million for open space projects. To date, the City has allocated \$50.2 million in state matching funds, \$108.9 million from local surcharges, and \$21.2 million from the CPA Fund Balance.

In September 2017, 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 FY18 CPA funding was \$12.6 million. All funds allocated for affordable housing are appropriated and managed through the Cambridge Affordable Housing Trust.

FY18 historic preservation grants funded numerous municipal projects: replacing the slate roof at the Electrical Department’s Third Street garage; repainting the Council Chamber and restoring stenciling; restoring the front steps at City Hall, stairs at Longfellow Park, and bluestone sidewalks on Brattle Street; replacing historic plaques, including African American Trail markers; installing new interior lighting at the O’Connell Branch Library; and digitizing the Library’s collection of Annual Reports (from 1846 on). The Historical Commission’s Preservation Grants program supports exterior restoration projects by affordable housing agencies, qualified homeowners, and nonprofit institutions with significant historic properties.

FY18 open space projects include renovations to the CRLS tennis courts, renovations to the Magazine Beach canoe and kayak launch, and renovations to Sennott Park and to the play areas of the Morse and Amigos Schools.

In 2009, the City set a goal to reduce residential trash disposal 30% by 2020, and 80% by 2050. With that goal in mind, the curbside compost program was expanded to all residential buildings with 1-12 units beginning April 2018. This program now reaches 25,000 households. The goal of citywide curbside compost collection is to significantly reduce both trash volume and greenhouse gas emissions. The diversion of food scraps from the waste stream and into curbside organics collection programs is an important strategy in municipal solid waste management. Few New England communities have committed to curbside organics programs at this time, and Cambridge hopes to be a leader in our region.

CURBSIDE COMPOST



KEY INITIATIVES

EMERGENCY COMMUNICATIONS

Cambridge's Emergency Communications Department (ECD) was the first Massachusetts Agency to implement the Automatic Call Distribution side of the Next Generation 911 system. Once approved by the State 911 Department, this new system will allow the City to receive wireless (cell phone) calls directly into the call center from anyone calling 911 from within city limits.

In April 2018, ECD, Boston Police Communications, and Brookline Emergency Communications came together to establish the first Crisis Intervention and Peer Support Civilian Team in Massachusetts. The team is comprised of 911 dispatchers from all three communities who are trained to conduct after action debriefings and offer one-on-one assistance to peers who may be in distress due to a personal or work-related issue. The wellness program's objective is to recognize the need for intervention and assistance for civilian first responders. As part of the wellness program, the City created a wellness room modeled after New York City's "Quiet Rooms." This room is a multipurpose room where Dispatchers can go to rest and gather their thoughts after a tragic or heated call. This room can also be used for nursing mothers or as a bunk room in the event a dispatcher needs to stay at work due to weather or disaster emergencies.



ENVISION CAMBRIDGE

Envision Cambridge is the City's multi-year comprehensive planning process to create a shared vision for the future of Cambridge. The first year of Envision Cambridge was spent identifying key issues and opportunities facing the City and developing a shared vision and set of core values to guide the planning process. During its second year, Envision Cambridge developed actionable recommendations for key focus areas — housing, economy, climate and environment, mobility, urban form, and community wellbeing — to address key planning issues and opportunities.

Concurrent planning for the Alewife district continued to address priority issues such as the character of future development, climate change preparedness, infrastructure, mobility, and zoning changes needed to accomplish overarching City goals. In FY19, Envision Cambridge will build upon this work to balance recommendations across focus areas and articulate priorities for implementation. Community conversations will inform management of future growth and develop strategies for how the city's major corridors will evolve. The process will culminate in an action plan for the Alewife district and the City more broadly that identifies effective short, medium, and long-term initiatives to achieve measurable progress toward our shared vision.

KEY INITIATIVES

INNOVATING CITY MANAGEMENT WITH INFORMATION TECHNOLOGY

Since FY15, the City has invested over \$13 million through the Information Technology Department (ITD) in support of projects that have enhanced the delivery of City services. Examples of key projects include: implementation of online permitting, the development and launch of a public comment system for City Council meetings, upgrading of a myriad of core infrastructure, and strengthening City cybersecurity.

In FY19, ITD will continue to strengthen its strategic plan in areas related to innovation and infrastructure. ITD will continue to develop tools that improve communication with the public as well as enhance AV installations in public meeting spaces. In collaboration with CCTV, ITD will offer residents training on how to create interactive dashboards using data found on Cambridge's open data portal. ITD will continue to collaborate with City departments to innovate and improve department operations.

LIBRARY 3-D MODELING PROGRAM: FOSTERING STEAM LEARNING

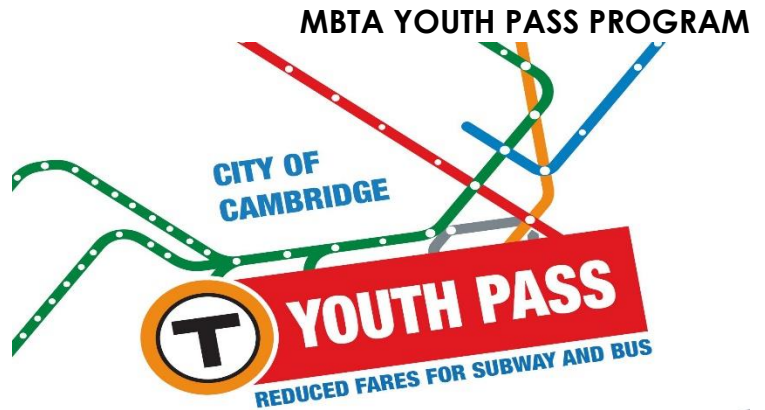
This program will build off of last year's 3-D modeling curriculum for teens in partnership with the Rotary Club, Friends of the Cambridge Public Library, area schools, and InnovatorsforPurpose. This summer, the Library will continue to partner with InnovatorsforPurpose to host and teach middle and high school students design and computational thinking through wayfinding projects and development of musical instruments.

THE LOOP LAB

The Loop Lab is a project funded via Cambridge Art's *FLOW* grant program for The Port neighborhood and will result in a free sound production studio, podcast station, and creative safe space where young adults ages 18-25 can share stories, music, and news from The Port community. Through this arts-based learning community, students will receive training in life skills, wellness, and emergency preparedness. The Loop Lab opens up new opportunities for young people in Cambridge by providing valuable employment and STEAM-related skills in the expanding field of music, sound, recording, and podcast production. To gain free access to the recording studio throughout their enrollment, students are required to participate in monthly workshops supporting life skills and network building among peer participants. The Loop Lab was developed in partnership with Cambridge Arts, DHSP's Workforce Development Program, and Cambridge Community Television. The Loop Lab is the recipient of a prestigious national ArtPlace America grant, which provides \$250,000 to assist the project in achieving its goals around workforce development for youth in Cambridge.

KEY INITIATIVES

Last November, the City launched a new reduced fare Massachusetts Bay Transportation Authority Youth Pass program offering discounted MBTA passes to income-eligible Cambridge residents between the ages of 19-25. DHSP's Office of Workforce Development is managing this new program, which provides low-income young adults who are enrolled in an MBTA-approved education or training program or receiving public benefits a one-year Youth Pass at a significantly reduced cost: \$30 per month for unlimited subway and local bus rides, or 50% fare if riding less frequently. The cost of transportation can be a significant barrier for many low-income youth, which the MBTA and participating cities hope to ameliorate. The Youth Pass is very useful to students who are commuting to education or training opportunities.



MEMORY CAFE



In a partnership with Somerville Cambridge Elder Services, the Council on Aging is hosting a monthly Memory Café at the Citywide Senior Center. A Memory Café is a welcoming place for individuals with memory loss and their caregivers and/or family members to get together in a safe, supportive, and engaging environment. It offers conversation, shared activities, and refreshments in a social and accepting setting and has made a difference for the families participating. This service is highly valued by participants and their caregivers, who lack easy opportunities for socializing and support.

MENTAL HEALTH

During FY18, the Police Department began work on developing a more formal strategic plan to respond to individuals with mental illness and minimize their contact or involvement in the justice system. This strategic plan is based upon the philosophy that punishment-based models do not reduce recidivism and that diversion programs work best when paired with services tailored to the individual's psychological, social, and criminogenic needs. The strategic plan will inventory the policies, programs, and services in place for how the Department and mental health practitioners work together. The Department continues to place an emphasis on information sharing so that both law enforcement and mental health services can offer informed and inclusive services to those with mental health and co-occurring disorders.

KEY INITIATIVES

MIDDLE SCHOOL NETWORK LIAISON PILOT

The Middle School Network (MSN), part of the Agenda for Children Out of School Time Initiative, supports young people in 6th through 8th grade and the City and community programs that provide opportunities to them across Cambridge. MSN advocates, mobilizes, and connects young people, schools, and out of school time providers to ensure the broad participation of Cambridge middle school students in quality learning opportunities. In addition to convening a network of all the program providers serving middle school aged youth, the network also supports/supervises four part-time MSN liaisons who currently work in four upper schools and youth centers. As youth workers and liaisons, they are responsible for building relationships with students and connecting them with summer and school-year programs. For FY19, the City will pilot two full-time liaisons who will split their time between two of the upper schools during the school day and working in the youth centers after school. With the additional hours and capacity that comes with full-time positions, the two MSN liaisons will be able to reach more students and families to do the multi-step problem solving that is often involved to overcome barriers to accessing opportunities. The expanded role will result in deeper connections, more students taking advantage of opportunities outside school, and greater impact for our 6th through 8th graders.



MINIBOND ISSUANCE

In February 2018, the City held its second 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 \$25,000. The City sold \$1,858,000 in minibonds. 217 residents submitted orders, with a median submitted order of \$5,000 and an average submitted order of \$8,562. The City will use proceeds from the minibond issuance to support a variety of capital projects. More details about Cambridge minibonds can be found at minibonds.cambridgema.gov.



KEY INITIATIVES

MUNICIPAL FACILITIES IMPROVEMENT PLAN

The City recently initiated a Municipal Facilities Improvement Plan, which has evaluated and prioritized more than 42 buildings for capital improvements in areas such as accessibility, climate resilience, energy conservation, building envelope, fire and life safety, historic preservation, heating, ventilation, and air conditioning (HVAC), lighting, occupant comfort, and mechanical systems. Through this program in FY18, Public Works managed HVAC controls upgrades at the Central Square Library and Alice K. Wolf Center, rooftop solar projects at the Kennedy Longfellow School and Main Library, and cooling tower replacements at the Robert W. Healy Public Safety Facility and the Main Library. Other energy efficiency programs have enabled the City to install LED lighting at six municipal garages, two school gymnasiums, and a youth center during FY18. In FY19, the City will continue to focus on municipal improvements throughout the city.

OFFICE OF PROCEDURAL JUSTICE

The Police Department has been recognized as a national leader in the development of a legitimate and procedurally just approach to 21st century policing. Members of the Department have been invited to develop the curriculum that is currently being used across the Commonwealth, and to conduct trainings across the nation. More importantly, the Department has gone through a significant and fundamental cultural shift, incorporating police legitimacy as its guiding principle.

With the implementation of the Department's newly created Procedural Justice Office, believed to be the first of its kind in the country, the Police Department is demonstrating its commitment to increasing transparency, accountability, and introspection. The Office of Procedural Justice will be focused on proactively monitoring data relating to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents as well as assessing the Department's compliance with statutes, ordinances, and regulations aimed at mandating accountability.

FAMILY & SOCIAL JUSTICE

With the creation of the Family and Social Justice Section, the Police Department seeks to formalize its social justice approach to policing and increase its capacity to serve and protect the most vulnerable populations: juveniles, homeless, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assault. The new Section will bring together various units that work to divert individuals from the criminal justice system toward the support services they need. Each of these units relies on strong collaborative partnerships to provide broad community-based support for integration of individuals with alternative professional orientations. Bringing together these various units under one Family and Social Justice Section will enable the Department to better align resources and partnerships to focus on the human dimension of social justice.

KEY INITIATIVES

OPEN DATA AND TRANSPARENCY

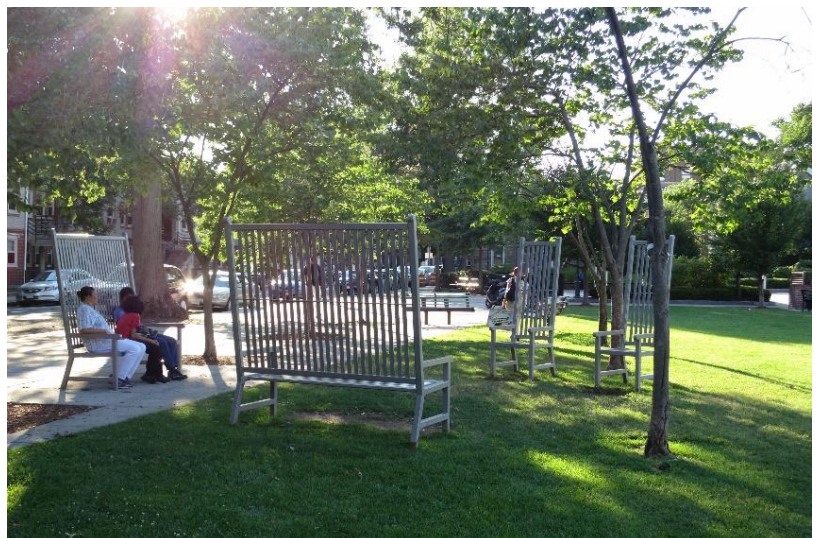
The Cambridge Police Department continues to play an active role in the Police Data Initiative (PDI) launched by the White House. The PDI is a community of practice that includes leading law enforcement agencies, technologists, and researchers committed to improving the relationship between citizens and police through uses of data that increase transparency, build community trust, and strengthen accountability. Most recently, the Department, in conjunction with the PDI, was one of two law enforcement agencies in New England to release open data on hate crimes and bias-motivated crime.

Locally, the Department has also been a leader in the City's efforts to increase transparency through the Open Data Initiative. The Department is currently one of the largest providers to the city's Open Data Portal, supplying a vast array of historical data and updates on different datasets on a quarterly basis. Existing open data sets include crash information, crime incidents, citations, hate crimes, medical dispatch counts, and more.

OPEN SPACE NETWORK

Integrating the recommendations of the Eastern Cambridge/Kendall Square Open Space (ECKOS) Study and the ECKOS Design Competition with the work of the Healthy Parks and Playgrounds Task Force that focused on the broad community of park users, the City advanced design work for three new public open spaces in eastern Cambridge (Binney Street, Rogers Street, and Triangle parks) for FY19 construction. Together, they will offer a range of features to engage users of all ages and abilities, provide off-leash dog opportunities, and incorporate green infrastructure, new trees, and other plantings. The newly renovated Sacramento Field will be fully operational in FY19 with enhanced features that broaden accessibility and appeal to the community. The construction of redesigned play areas at the Graham and Parks, Morse, and Amigos Schools is also expected to be complete in FY19, while design work for Sennott Park and the Clarendon Avenue Playground moves forward.

The City continues to advance plans 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. With the first segment of the path completed between Main and Broadway, the City has begun the design process for remaining sections of the path in Cambridge by forming a project advisory committee and hiring a design team. The Watertown-Cambridge Greenway is an effort to create a segment of multi-use pathway, the last piece necessary to complete a regional connection between the Charles River and the Minuteman Path. In FY18, the City worked with the state to finalize the design and construction funding, and put the project out to bid in preparation for construction beginning in summer 2018.



KEY INITIATIVES

OPIOID INTERVENTION AND RECOVERY COACH PROGRAM

The Police Department's approach to addressing the opioid crisis in Cambridge utilizes both a proactive and reactive approach during those times when an individual is most vulnerable; specifically, the seeking and craving stage, and the overdose stage. During FY18, the Department, in conjunction with the Police Assisted Addiction Recovery Initiative and the Cambridge Health Alliance, established a recovery coach program with the aim of reducing barriers to treatment, thereby reducing overdose related fatalities and diverting individuals from the criminal justice system. The recovery coach provides outreach, support, and referrals to individuals who are seeking access to treatment and recovery services. In FY18, the Department began utilizing a data-driven approach to direct and prioritize treatment and recovery resources toward those most in need by identifying focus areas for outreach and education efforts. The Department partners with colleagues and community service providers to ensure that an individual receives cross-jurisdictional wrap-around services.

PARTICIPATORY BUDGETING

In FY19, the City will implement the seven winning projects from the fourth Participatory Budgeting (PB) process, which include 100 trees, critical resource kits for the homeless, 10 flashing crosswalks, 10 water bottle fill stations, new musical instruments for CRLS, four living moss walls, and upgrades to the Gately Youth Center. More details on these projects can be found in the Public Investment Section and at pb.cambridgema.gov. In FY19, the City will launch its fifth annual PB process in which residents will decide how to spend \$900,000 of the City's FY20 capital budget. Idea collection will take place from June 1 - July 31, 2018 and voting will be held from December 1-7, 2018.

THE PORT PROJECT

In the next five years, the City will spend over \$35 million on sewer, drainage, water, street, and sidewalk improvements in The Port. This work will include constructing two underground stormwater storage tanks to capture water during rain events, which can be pumped to systems that can carry the water away from The Port to the Charles River, via a Massachusetts Avenue storm pipe. These stormwater tanks will significantly reduce the frequency of flooding, but the area will still be vulnerable to flooding during less frequent, larger storms. Work began in FY18 to build the first stormwater tank in Parking Lot 6 on Bishop Allen Drive.

SEXUAL HARASSMENT PREVENTION & INTERVENTION

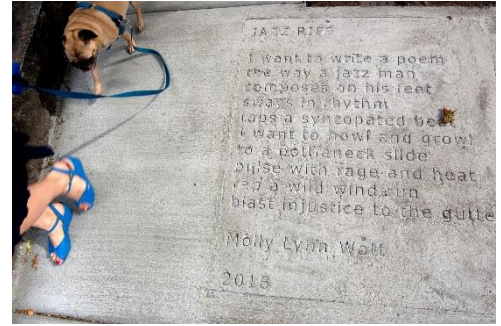
The Women's Commission is focused on addressing some of the pressing areas impacted by the current social and political climate. In response to the overwhelming outpouring of women nationwide revealing their experiences of sexual harassment in the workplace, the Commission organized an evening event for Cambridge residents. *How to be an Ally in the Age of #MeToo* offered community members the opportunity to discuss how this movement is impacting them. Residents were invited to come with their questions and concerns. They heard from experts at the Boston-Area Rape Crisis Center about how to best support the women in their lives – a friend, a spouse, a sister, or a neighbor – who have been impacted by sexual harassment. Also in response to #MeToo, the Commission is working in partnership with other City departments to review the City's sexual harassment prevention policies and trainings to ensure the City is engaged and up-to-date in best practices that create and maintain a respectful, positive workplace culture.

KEY INITIATIVES

Cambridge residents of any age are invited to submit one poem of their own work to the Cambridge Sidewalk Poetry Program. The inaugural contest attracted over 300 submissions from residents from 4-95 years old, demonstrating the ageless appeal of poetry.

Poems will be reviewed by a selection committee composed of representatives from DPW, the Library, and Cambridge Arts, as well as a former Poet Populist and a Cambridge high school student. Winning poets and runners up will be invited to read at the Poetry Tent at the Cambridge Arts River Festival on June 2, 2018 from 11 a.m. to 6 p.m. Look for the selected poets and their work to be immortalized in City of Cambridge sidewalks throughout 2018 and 2019!

SIDEWALK POETRY PROGRAM



SUSTAINABILITY

CLIMATE CHANGE PREPAREDNESS



The development of the Climate Change Preparedness and Resilience (CCPR) Plan, based on the completed Climate Change Vulnerability Assessment, is underway. The CCPR Plan is starting with two neighborhood-scale plans for Alewife and The Port to inform the ultimate citywide plan. The CCPR Alewife Plan was completed in FY18 and the process to develop the plan for The Port is under way. The CCPR Plan, which is scheduled to be completed by the end of FY19, is developing strategies for social resilience, adapted buildings, adapted infrastructure, and resilient ecosystems. It is being coordinated with the Envision Cambridge process and the forthcoming Urban

Forest Master Plan. Cambridge is also collaborating on climate change issues regionally through the 15-member Metro Mayors Climate Change Preparedness Task Force.

SUSTAINABILITY COMPACT

A community partnership between the City, local businesses, nonprofits, and universities, the Cambridge Compact is a collaborative effort that leverages the strengths of its member organizations to address the issues of climate change. In FY18, the Compact advanced and successfully executed sustainability initiatives that are a part of its three-year work plan. In FY19, the Compact will continue to build on existing programs and actions including:

- Develop and share new and innovative strategies, technologies, services, products, and best practices that can be used as replicable models for others.
- Facilitate joint discussions on a range of climate-related business risks, including strategies that could be used to increase resilience to flooding due to sea level rise, storm surge, and increased precipitation and heat stress.
- The Net Zero Lab Work Group, one of the first city-academic-industry collaborations to assess the feasibility of net zero labs, will carry out round two of its lab energy benchmarking study focused on operational best practices.

KEY INITIATIVES

ENERGY EFFICIENCY, SOLAR & RENEWABLE THERMAL PROGRAMS

As part of ongoing work to help residents save energy and money, the City is working on comprehensive energy efficiency, solar, and renewable thermal programs through the Cambridge Energy Alliance (CEA). Reducing the carbon emissions used in heating and cooling is an important component of achieving our net zero goals. Renewable thermal technologies (also known as clean heating and cooling) can help reduce energy use and costs. Building on the success of the Sunny Cambridge Solar marketplace, CEA will provide an online marketplace and one-stop resource that streamlines how residents and business owners learn about, sign up for, and price energy efficiency and renewable energy improvements for their home and businesses. To assist multifamily buildings and help address the inherent complexities in energy systems, decision-making structures, and financial incentives, the City is providing a multifamily solar advisor and a multifamily retrofit advisor.



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 completed in fall 2017 explored a range of potential approaches to phasing out CO2 emissions from the Cambridge energy supply. Key conclusions were that the City should continue to maximize on-site solar along with renewable thermal in residential neighborhoods while pursuing efficient district energy systems in denser commercial areas. Ultimately, carbon-free energy will have to come from outside of Cambridge's borders, so a regional approach to implementation of the study's recommendations is being pursued. In addition, the City is pursuing a 100% renewable electricity supply for the municipality and will complete a renewable electricity supply strategy roadmap.

CAMBRIDGE COMMUNITY ELECTRICITY AGGREGATION

In July 2017, the City completed a community electricity aggregation for all basic service electricity customers in Cambridge. The Cambridge Community Electricity (CCE) program offered a rate that was lower than the Eversource rate at launch and has remained so. CCE includes more renewable energy than Eversource, from local solar, to every customer who did not opt-out of the program. CCE also offers an optional 100% renewable choice that provides renewable energy certificates to help fund renewable energy projects in New England. The program offers competitive rates and trustworthy, local, green energy, while giving consumers protection from competitive suppliers that are sometimes misleading. The current CCE rate applies through January 2019 and the City will then seek to continue the program if rates remain competitive.

KEY INITIATIVES

YOUTH ENGAGEMENT & GLOCAL

In fall 2017, CDD partnered with Education First (EF) and CRLS to host the 6th annual Glocal Challenge. This contest brought together over 75 CRLS students to create proposals to improve transportation in Cambridge by 2020. After pitching their ideas to expert judges, eight teams emerged victorious, winning spring/summer internships and seed funding. These teams are now working for CDD to implement their projects. Proposals include two real-time transit display projects, three complete streets feasibility studies (looking at bus priority lanes, separated bike lanes, and improved pedestrian accessibility), an app that looks at bicycle level of comfort instead of speed, and a program to register students for Hubway/Blue Bikes. The two grand prize winners will travel with EF to Berlin in July 2018 to participate in the Global Youth Leadership Summit.

In FY19, CDD will further increase youth engagement by hiring 45 young people through the Mayor's Summer Youth Employment Program. These teens will implement Glocal winning projects, talk to the community about Hubway/Blue Bikes, conduct outreach for the Cambridge Energy Alliance, and work on our Parking & Transportation Demand Management Program. The FY19 budget includes \$40,000 to continue supporting the Glocal Challenge.

SYNERGISTIC STEAM INITIATIVE

Since its launch in 2016, the Science, Technology, Engineering, Arts, and Math (STEAM) Initiative has worked with community and City program providers, school leaders, and higher education institutions to strengthen and expand STEAM learning experiences and engage families in neighborhood events that foster STEAM literacy and connect families to programs and opportunities. In FY19, we will blend the strategic goals of the STEAM Initiative with the powerful vision of the Cambridge Public Library to firmly position City libraries as neighborhood hubs for STEAM literacy and practice. With an investment in physical and personnel infrastructure in FY19, the STEAM Initiative will advance the work already accomplished by DHSP, the Library, and Cambridge Public Schools in engaging families in quality STEAM learning experiences. In addition to the exciting proposed renovation of a Main Library space for STEAM activities, the joint work under the STEAM Initiative will support more activities at the branch libraries, which are close to low-income housing developments, elementary and upper schools, and City and community organizations that provide out of school time programming. With increased staff capacity, we will be able to expand and support a variety of learning experiences throughout the city and support the ongoing work of building a system that fosters equity and access so all students and families can participate in quality STEAM learning experiences.

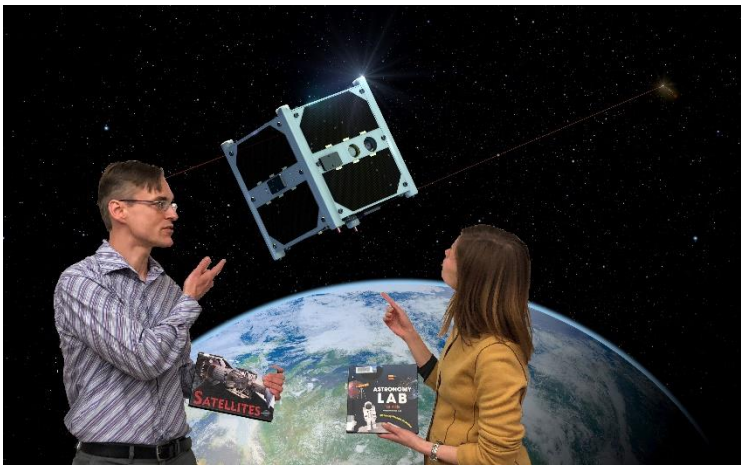


KEY INITIATIVES

TRAUMA-INFORMED CARE

During the summer of 2016, the Police Department launched a first of its kind Trauma-Informed Law Enforcement Training Program in partnership with the Cambridge Domestic and Gender-Based Violence Prevention Initiative. The training emphasizes three outcomes: ensuring that officers recognize the importance of self-care in order to be able to take care of others; understanding and recognizing how everyone suffers trauma differently; and understanding the psychological impacts of trauma, specifically when investigating cases involving domestic and sexual assault survivors, to help gain positive outcomes. As of December 2017, more than 80 officers had completed the course. The training has helped build a foundation that the Cambridge Police Department will use going forward to help evolve its culture into one that is even more compassionate and resilient.

UNDERSTANDING SATELLITES



The Cambridge Public Library will partner with the John G. Wolbach Library at the Harvard-Smithsonian Center for Astrophysics and MIT Media Lab's Public Library Innovation Exchange on a project geared toward youth and public development of CubeSats (small satellites). These partners are dedicated to bringing science education and "maker" culture to public libraries by creating a program where high school students build a small satellite that will be launched by the National Aeronautics and Space

Administration and developing a digital architecture for preserving research data collected from these small satellites. The Library will help with prototyping a public learning component about CubeSats.

URBAN FORESTRY MASTER PLAN

During the past year, Public Works started work to develop a comprehensive Urban Forestry Master Plan to guide the development of the urban forest into the future. This Plan will include strategies to evaluate, maintain, and expand the urban forest canopy while becoming more resilient to climate change, reducing the urban heat island effect, mitigating stormwater runoff, reducing nutrient runoff, and contributing to community wellbeing. The Plan will be developed in coordination with a Task Force appointed by the City Manager and will align with Envision Cambridge and the Climate Change Preparedness and Resilience Plan.



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, Traffic Parking & Transportation (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. Highlights include:

- \$4 million from the Parking Fund's Fund Balance to address Inman Square.
- \$1 million in bond funding for bicycle infrastructure projects.
- \$525,000 in specialized equipment for DPW to support snow clearance on sidewalks and in bike lanes.
- \$400,000 in Complete Streets funding from the Massachusetts Department of Transportation for sidewalks and bicycle parking.
- \$350,000 increase in TPT's operating budget for Vision Zero projects, including \$300,000 to design and implement separated bicycle lanes and bus priority improvements, and \$50,000 for Vision Zero outreach.
- \$300,000 for traffic calming, including a raised crossing on Amory Street near the Robert Paine Square Playground.
- \$250,000 for curb extension bus stops on Green Street at Pearl Street and eight locations on Huron Avenue.
- \$200,000 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.

FUTURE OF URBAN MOBILITY AND ELECTRIC VEHICLE STRATEGY/SUPPORT

To advance City priorities for sustainable transportation, new resources in FY19 will fund planning for the future of mobility in Cambridge, including consideration of alternative fuel vehicles, autonomous vehicles, and shared-ride services. This work, in partnership with the effort being led by Governor Baker and the Massachusetts Metro Mayors Association, will involve a planning study that provides the City with an analysis of current travel patterns by transportation mode; an assessment of existing policies, regulations, and infrastructure; and initial recommendations that prepare the City for changes over time. In response to growing demand for electric vehicles (EVs), the City has also allocated new resources in FY19 toward the development of a long-term EV strategy and expansion of existing EV infrastructure. The City will engage a consultant to build on earlier work to develop a comprehensive, long-term set of recommendations related to equitable access to EVs, support for EV-ready infrastructure in new development, options for the City to quickly adjust to changes in EV and EV supply equipment technology, and balancing EV strategies with other City transportation goals.

KEY INITIATIVES

SAFE ROUTES TO SCHOOL

Cambridge's Safe Routes to School program, launched in FY17 with a four-lesson Pedestrian and Bicycle Safety Unit for 2nd grade students, is now offered at all Cambridge elementary schools. 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 supplied by the City, the rules of the road, and basic bicycle maintenance.



The program also piloted and subsequently expanded an on-bike training for 6th grade students, which is now supported by a fleet of 30 bicycles purchased with FY18 capital funds. The on-bike training teaches students how to ride safely on city streets and includes off-road drills and an on-road group bike 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. In FY19, the program will be offered to 6th grade students in all five Cambridge upper schools.

TRANSIT STRATEGIC PLANNING & PRIORITIZING BUS SERVICE

Cambridge's Transit Strategic Plan, which seeks to improve the quality and expand the capacity of our public transit system, defines how transit can be enhanced to meet City goals related to economic viability and livability. The Plan is also a key component of City efforts to encourage people to shift from drive-alone vehicle trips to sustainable modes of transportation.

In FY18, the City focused on implementing Cambridge's first priority bus lanes on Mount Auburn Street through a grant from the Barr Foundation, and on piloting Transit Signal Priority for buses on Massachusetts Avenue. We also piloted the City's first solar-powered real-time signs on bus shelters near Porter and Central Squares; these are being evaluated to inform the expansion of real-time sign installations with the allocation of \$150,000 from Participatory Budgeting funds. City staff continue to advance efforts to improve local bus service, and at the same time coordinate closely with the MBTA and Massachusetts Department of Transportation on regional initiatives. In FY19, this work will focus on providing input into MBTA service planning, with the goal of incorporating dedicated improvements in Cambridge.

Another continuing focus in FY19 is the appropriate use of transit funding obtained through development mitigation contributions to the Kendall Square Transit Enhancement Program. These funds could be used to pilot new service, further improve existing bus service, or leverage other larger investments by the MBTA.

KEY INITIATIVES

VOLPE SITE REDEVELOPMENT

In FY18, the City Council adopted new Planned Unit Development (PUD) zoning for the 14-acre site of the U.S. Department of Transportation's Volpe Transportation Systems Research Center in Kendall Square, the culmination of intensive collaborative work involving the City Council, Planning Board, a Volpe Working Group process led by CDD, and a vigorous MIT-led community engagement process.

The zoning will enable the reconstruction of the Volpe Center facility along with up to 1.7 million square feet of new commercial development; 1,400 housing units, retail, and other active uses at the ground floors; about 2.5 acres of open space; and a community space. As the future developer of the site, MIT has agreed to provide approximately \$200 million in public benefits, including affordable and middle-income housing units. MIT will also provide funding contributions for affordable housing (through the incentive zoning provisions); transit improvements; the City's community benefits fund; the design, construction, and initial operation of the community space; construction of the Grand Junction multi-use path; a job connector program; community events programming; and an innovation arts program. MIT has also agreed to create at least 950 new graduate student beds off-site.

The next step in the development process is the design and construction of the new Volpe Center facility, which is overseen by the U.S. General Services Administration. For the remaining development components, the next step will be the submission of a PUD Master Plan for review and approval by the Planning Board. As with other Planning Board cases, a community engagement process will be required before submitting a formal application. Ongoing review of the project will be guided by the set of principles that resulted from the FY17/FY18 multi-stakeholder collaborative work.

WATER DEPARTMENT INITIATIVES

The Cambridge Water Department (CWD) continues to implement a multitude of projects to continue protecting and preserving Fresh Pond Reservation. These projects allow CWD to provide a safe, high-quality, and uninterrupted water supply to Cambridge community members. Notable FY19 projects are part of the Department's \$3.5 million capital allocation and include the following:

- Water works construction projects to maintain and repair water-related infrastructure, replace valves, and conduct an annual leak detection survey.
- Replacement of water meters and meter transmission units to ensure accurate measurement of water consumption.
- A drainage and community gardens project to address drainage issues on the perimeter path and increase accessibility to community gardens.
- Continued implementation of the Fresh Pond Master Plan, including Weir Meadow Perimeter Road design, management of invasive species, Black's Nook In-Lake assessment, and a pine forest study.
- Maintenance of the U.S. Geological Survey reservoir gauging stations located upcountry.
- Reservoir facility improvements such as phase I of the Hobbs Dam Slope/Winter Street Drainage project.

KEY INITIATIVES

WINTER WARMING CENTER

The pilot winter warming center, which began midway through the winter in FY18, will be expanded to four and a half months in FY19 and will continue operating out of the lower level of the Citywide Senior Center. The warming center, a collaboration between Human Services, the Police Department, and BayCove Human Services as the operator, helps individuals who are homeless in Cambridge and not accessing the shelter system to stay safe and warm overnight during the winter. The warming center provides access to showers, a hot meal, and 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. Clients served at the warming center will be assessed and will be able to access services through the larger system.



KEY INITIATIVES

CONSOLIDATED SPENDING: HOUSING AND HOMELESSNESS

As part of the FY19 budget, the City is reviewing the consolidated expenditures of key initiatives throughout City departments. As shown on the charts below, the City is investing in the important initiatives of Housing and Homelessness and Early Childhood. The funding charts below, which are historically compartmentalized in individual budgets, show total investments citywide.

Housing issues in the community and the need for affordable housing continue to be key concerns in Cambridge. Advancing the City's housing goals is a priority of several City departments. Key accomplishments in recent years will continue to impact the City's efforts in FY19, while new resources will further enhance the City's commitment to affordable housing. The City's comprehensive approach to housing, as reflected in the housing, services, and resources available through CDD and DHSP, will continue to help residents facing the complex challenges of the regional market. New resources in FY19 will build on programs and resources expanded in recent years, and through continued collaboration with housing and service partners will ensure those resources are well-utilized and balanced between immediate, emergency, and long-term needs. The strategies and investments made by the City will work to address affordable housing in ways that will serve the community today and for decades to come.

| | | |
|---|-----------|-------------------|
| DHSP Housing and Homelessness | | |
| Continuum of Care (HUD Funding) | \$ | 4,443,240 |
| Homelessness Prevention (CDBG) | \$ | 38,000 |
| Individual and Family Shelter (State Funding) | \$ | 572,343 |
| Eviction Prevention (State Funding) | \$ | 116,748 |
| Shelter Support/Homeless Services (Federal Funding) | \$ | 222,893 |
| Multi Service Center (City/CDBG Funding) | \$ | 755,075 |
| Homelessness Grants and Spending (City Funded) | \$ | 467,385 |
| Warming Center | \$ | 247,262 |
| Legal Services for Eviction Prevention | \$ | 130,000 |
| First Step Outreach/Youth on Fire | \$ | 149,918 |
| Total DHSP | \$ | 7,142,864 |
| CDD Housing and Homelessness | | |
| Affordable Housing Trust Fund - City Budget* | \$ | 10,000,000 |
| Affordable Housing Trust Fund - City Budget | \$ | 3,450,000 |
| Federal - HOME | \$ | 496,366 |
| Community Development Block Grant | \$ | 1,075,539 |
| CDD Housing - Salary & Wage | \$ | 1,470,735 |
| CDD Housing - OOM | \$ | 153,500 |
| Total CDD | \$ | 16,646,140 |
| Executive Housing and Homelessness | | |
| Housing Ombudsman (Salary & Benefits) | \$ | 130,118 |
| Total Executive | \$ | 130,118 |
| Total Housing/Homelessness | \$ | 23,919,122 |
| *Estimated for FY19 Allocation | | |

KEY INITIATIVES

CONSOLIDATED SPENDING: EARLY CHILDHOOD

The City, through collaboration between the Department of Human Services and Cambridge Public Schools, provides a wide range of services to support Early Childhood initiatives. The FY19 budget, broken out below, demonstrates a strong fiscal commitment to supporting early childhood education and services through general fund and grant allocations.

The City's comprehensive approach to early childhood reflects a long-standing commitment to ensuring that Cambridge's youngest residents are supported throughout their educational journey. New resources in FY19 will build on programs and resources expanded in recent years to assist those most in need.

| DHSP Early Childhood | | |
|--|-----------|----------------------|
| Junior Kindergarten Summer & Afterschool | \$ | 450,000 |
| Preschool (City/Grants) | \$ | 2,793,630 |
| Early Childhood (Inc. Windsor Preschool) | \$ | 3,374,640 |
| Baby U/Center for Families | \$ | 825,062 |
| Mental Health Support - Community Preschools | \$ | 251,960 |
| 2/3 Funding for CET | \$ | 163,504 |
| Total DHSP | \$ | 7,858,796 |
| CPS Early Childhood | | |
| Home-Based Early Childhood Program | \$ | 345,083 |
| Fletcher Maynard Academy Pre-School | \$ | 131,302 |
| Montessori Children's House Program | \$ | 433,153 |
| Junior Kindergarten | \$ | 1,674,500 |
| Special Start Program | \$ | 3,004,374 |
| Total CPS | \$ | 5,588,412 |
| Total Early Childhood Spending | \$ | 13,447,208.00 |

SECTION II

CITY OVERVIEW

GUIDE TO THE BUDGET

The FY19 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 FY19 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 FY17-19.
3. **Financial Summaries:** This section includes summaries of the FY19 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

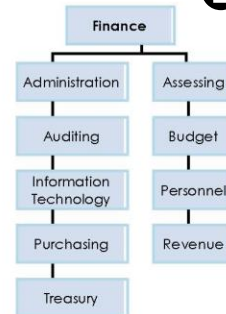
DEPARTMENT OVERVIEW

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 FY17 Certified Free Cash balance of \$211.1 million, the largest Free Cash balance in the City's history. In addition, in FY18, 69% 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 million to \$181 million in FY18. In FY19, 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.

2



3

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$561,775 | \$558,950 | \$558,950 |
| INTERGOVERNMENTAL REVENUE | \$480,290 | \$595,650 | \$595,650 |
| MISCELLANEOUS REVENUE | \$2,702,295 | \$1,740,000 | \$1,610,000 |
| TAXES | \$21,238,200 | \$17,659,895 | \$16,419,630 |
| TOTAL BUDGETED REVENUE | \$24,982,560 | \$20,554,495 | \$19,184,230 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$11,643,240 | \$12,169,260 | \$13,412,495 |
| OTHER ORDINARY MAINTENANCE | \$4,191,775 | \$4,941,620 | \$5,385,210 |
| TRAVEL & TRAINING | \$263,795 | \$289,900 | \$323,725 |
| EXTRAORDINARY EXPENDITURES | \$59,035 | \$62,800 | \$62,800 |
| TOTAL BUDGETED EXPENDITURES | \$16,157,845 | \$17,463,580 | \$19,184,230 |
| FULL-TIME BUDGETED EMPLOYEES | 94 | 97 | 97 |

- Each departmental section of the operating budget begins with an overview of that department's core work and functions.
- The departmental org chart reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- This financial table displays revenue, expenditures, and full-time budgeted personnel for the entire department for the prior fiscal year (FY17 actuals), current fiscal year (FY18 projections), and budgeted fiscal year (FY19 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 FY18, the Budget Office organized the City's fourth PB process in which 6,778 residents voted to spend \$867,000 in FY19 capital funding on the following projects: 100 trees, critical resource kits for the homeless, flashing light signs at 10 crosswalks, 10 outdoor water bottle fill stations, new musical instruments for the Cambridge Rindge and Latin School, four living moss walls, and Gately Youth Center upgrades. More details are provided in the Public Investment section and online at pb.cambridgema.gov.

In February 2018, the Budget Office coordinated the City's second 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 \$25,000. 217 residents purchased \$1,858,000 in minibonds, with a median order size of \$5,000 and an average order size of \$8,562. To learn more, visit minibonds.cambridgema.gov.

4 FY19 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 process.
-  3. Expand outreach and increase engagement to make minibonds more accessible to residents.

5

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 2 | Number of Cambridge residents age 12 and older who voted in PB | 4,730 | 6,778 | 8,000 |
| 3 | Number of Cambridge residents who purchased minibonds | 230 | 217 | 250 |

6

| DIVISION FINANCIAL OVERVIEW | | | |
|------------------------------------|------------------|-------------------|------------------|
| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
| SALARIES & WAGES | \$662,310 | \$636,970 | \$654,155 |
| OTHER ORDINARY MAINTENANCE | \$58,790 | \$63,765 | \$79,000 |
| TRAVEL & TRAINING | \$3,380 | \$250 | \$5,100 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$724,480 | \$700,985 | \$738,255 |
| FULL-TIME BUDGETED EMPLOYEES | 5 | 5 | 5 |



Community Learning Center students vote for their favorite PB projects.

- 1** After the department overview page, each division within a department will have one page that summarizes its strategic and financial plans for FY19.
- 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 include images to provide further context for their work.
- 4** This section presents the division's objectives for FY19. 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

1

GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

| FY19 PROJECT DESCRIPTION | CITY COUNCIL GOALS |
|--|--|
| <div style="display: flex; justify-content: space-between;"> <div style="width: 90%;"> <p>6,778 Cambridge residents age 12 and older voted in the City's fourth Participatory Budgeting (PB) vote in December 2017. \$867,000 in FY19 capital funds will be allocated to the seven winning projects out of 608 project ideas that were submitted. The winning projects as follows: planting of 100 trees (\$141,000), critical resource kits for the homeless (\$50,000), flashing light signs at 10 crosswalks (\$176,000), 10 outdoor water bottle fill stations (\$100,000), new musical instruments for the Cambridge Kinde and Latin School (\$200,000), four living moss walls (\$100,000), and Gately Youth Center upgrades (\$100,000). More project details can be found online at pb.cambridgema.gov.</p> </div> <div style="width: 10%; text-align: center;">  </div> </div> | <div style="display: flex; justify-content: center; align-items: center;"> <div style="width: 20px; height: 20px; border-radius: 50%; background-color: black; color: white; display: flex; align-items: center; justify-content: center; margin-right: 5px;">3</div> </div> |

IMPACT ON OPERATING BUDGET


The Budget Office's operating budget includes funds to hire two PB interns each year and support PB implementation costs (outreach materials, T-shirts and food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc).

5-YEAR APPROPRIATION PLAN

| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
|----------------|-----------|-----------|-------------|-------------|-------------|-------------|
| Property Taxes | \$867,000 | \$900,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,767,000 |
| GRAND TOTAL | \$867,000 | \$900,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,767,000 |

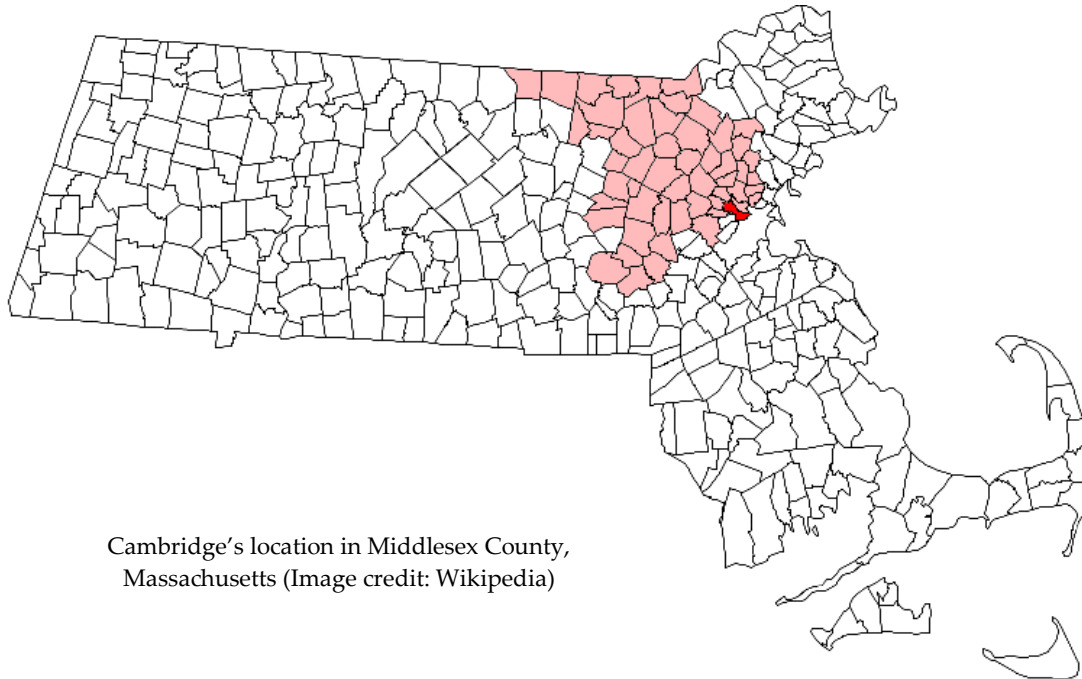
FY20-FY23 FUNDING

The City expects Participatory Budgeting funding to continue at \$900,000-\$1,000,000 per year.

| PROJECT VISUAL | STATUS OF PRIOR YEAR PROJECTS |
|---|---|
| <div style="display: flex; justify-content: center; align-items: center;"> <div style="width: 20px; height: 20px; border-radius: 50%; background-color: black; color: white; display: flex; align-items: center; justify-content: center; margin-right: 5px;">7</div>  </div> | <p>Residents voted to spend \$1,834,000 in FY16-18 capital funds during the first three PB cycles. The 20 winning projects from those cycles include the Central Square public toilet, bike repair stations, bilingual books for kids, a food rescue freezer van, separated bike lanes, solar panels for the Main Library roof, and many others.</p> <div style="text-align: right; margin-top: 10px;"> <div style="display: flex; justify-content: center; align-items: center;"> <div style="width: 20px; height: 20px; border-radius: 50%; background-color: black; color: white; display: flex; align-items: center; justify-content: center; margin-right: 5px;">8</div> </div> </div> |

- 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 FY19 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 2016, the Census Bureau estimated that the city's population had increased to 110,651.

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.

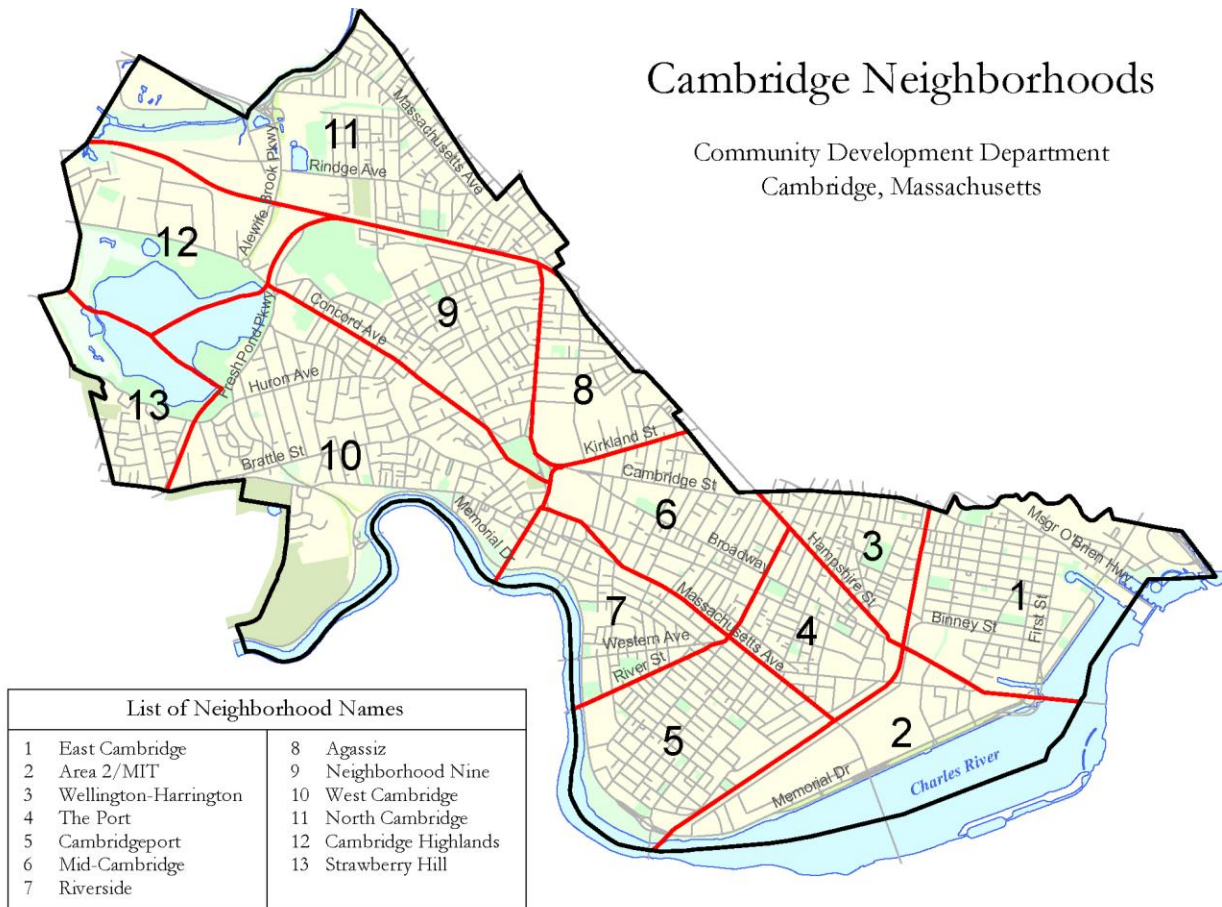
DEMOGRAPHIC SUMMARY

- 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 Neighborhoods

Community Development Department
Cambridge, Massachusetts

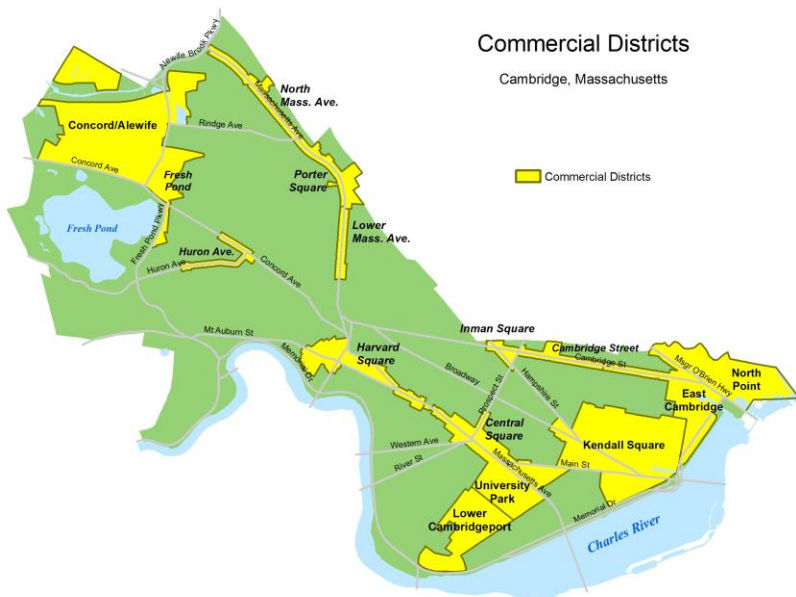


- Cambridge is ethnically diverse. 58% of residents are White Non-Hispanic. Minority residents are highly diverse, with no single race, language group, country of origin, or ethnic identity dominant. (Source: 2016 American Community Survey (ACS))
- 33% of residents are foreign born. Of those, over 39% were born in Asia and 23% were born in Europe. (Source: 2016 ACS)
- 36% 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. 67% of all households rent; 33% own. (Source: 2016 ACS)
- Cambridge residents have a median household income of \$88,657 and median family income of \$120,177. (Source: 2016 ACS)
- 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)
- 74% of residents have a four-year college degree and 44% also have a graduate degree. Only 7% of residents age 25 or older lack a high school diploma. (Source: 2016 ACS)

CITY OF CAMBRIDGE PROFILE

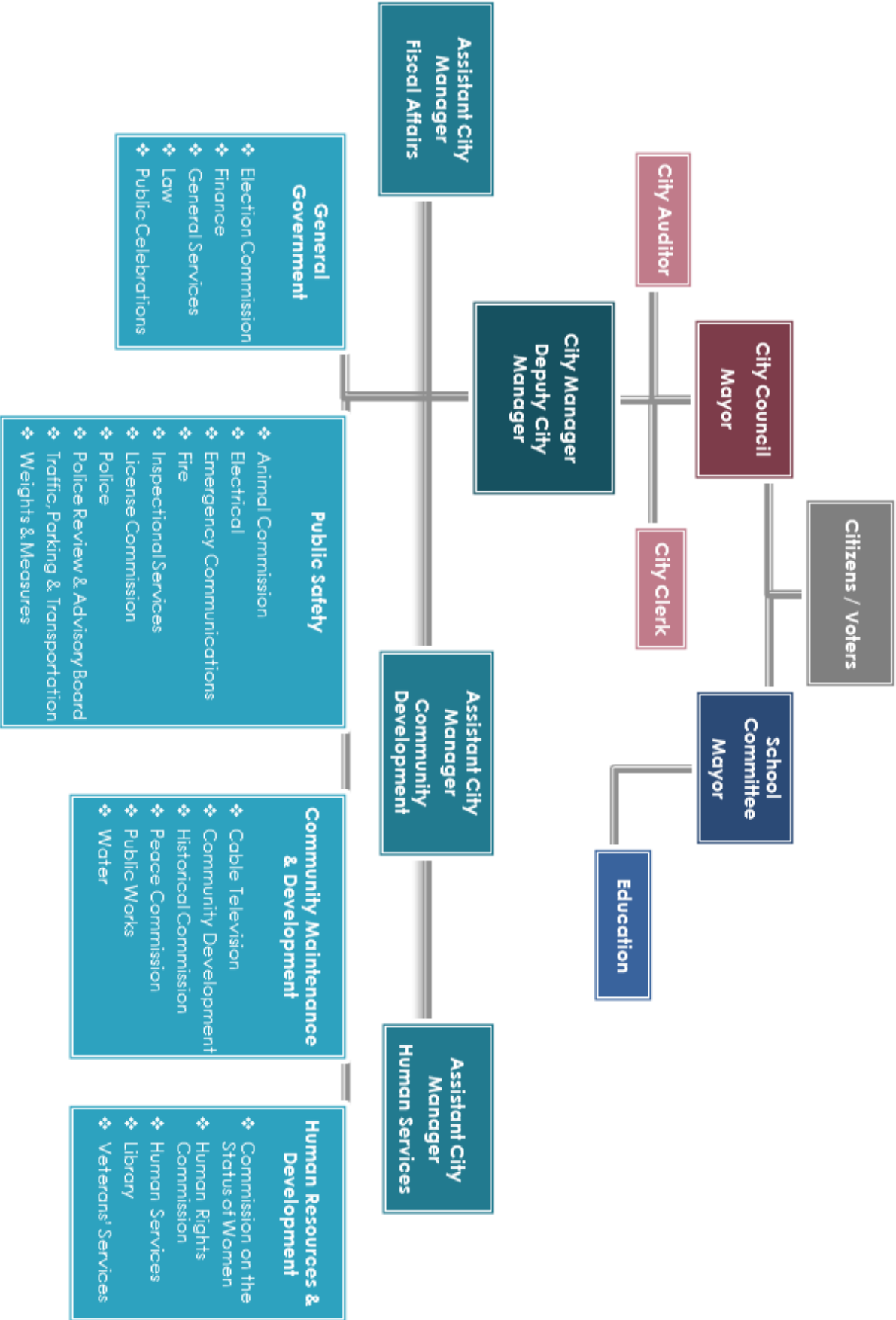
ECONOMIC SUMMARY (SOURCE: CDD)

- The City's 2016 per capita personal income of \$71,125 is higher than the Boston, Massachusetts, and U.S. averages. (Source: US Bureau of Economic Analysis)
- 2016 employment totaled 120,331 jobs, with private sector employment comprising 93.8% of total jobs. (Source: MA EOLWD)
- Cambridge's December 2016 unadjusted unemployment rate of 1.9% remains lower than the Boston Primary Metropolitan Statistical Area, Massachusetts, and U.S. averages. (Source: MA Executive Office of Labor and Workforce Development (EOLWD))
- Cambridge continues to maintain a high job to resident ratio, with 1.14 jobs for each resident. (Source: CDD)
- Professional and business services leads the way among employment sectors, followed by education and health services. (Source: MA EOLWD)
- 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. (Source: CDD)
- Cambridge continues to maintain and strengthen its position as a national leader in the life sciences and high tech. As of 2016, Cambridge is home to at least 205 biopharmaceutical and biotechnology companies, including Alnylam, Biogen Idec, Moderna, Novartis, Pfizer, Sanofi, Shire, and Takeda.
- High tech sector employment within the top 25 employers includes Akamai, Google, Hubspot, IBM, and Pegasystems. Several tech giants such as Amazon, Apple, Facebook, Google, and Kayak are currently shaping the market by hiring and expanding in Cambridge. (Source: CDD)
- 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 OFFICE</p> |  | <p>Director: Sarah Stanton Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4270 Email: sstanton@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: 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: Marc McGovern Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4321 Email: mmcgovern@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>Commissioner: Branville Bard 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

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|---|---|---|
| <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: Elizabeth Unger Address: 795 Massachusetts Avenue, 3rd Floor Phone: (617) 349-4310 Email: eunger@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

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|--|---|---|
| <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

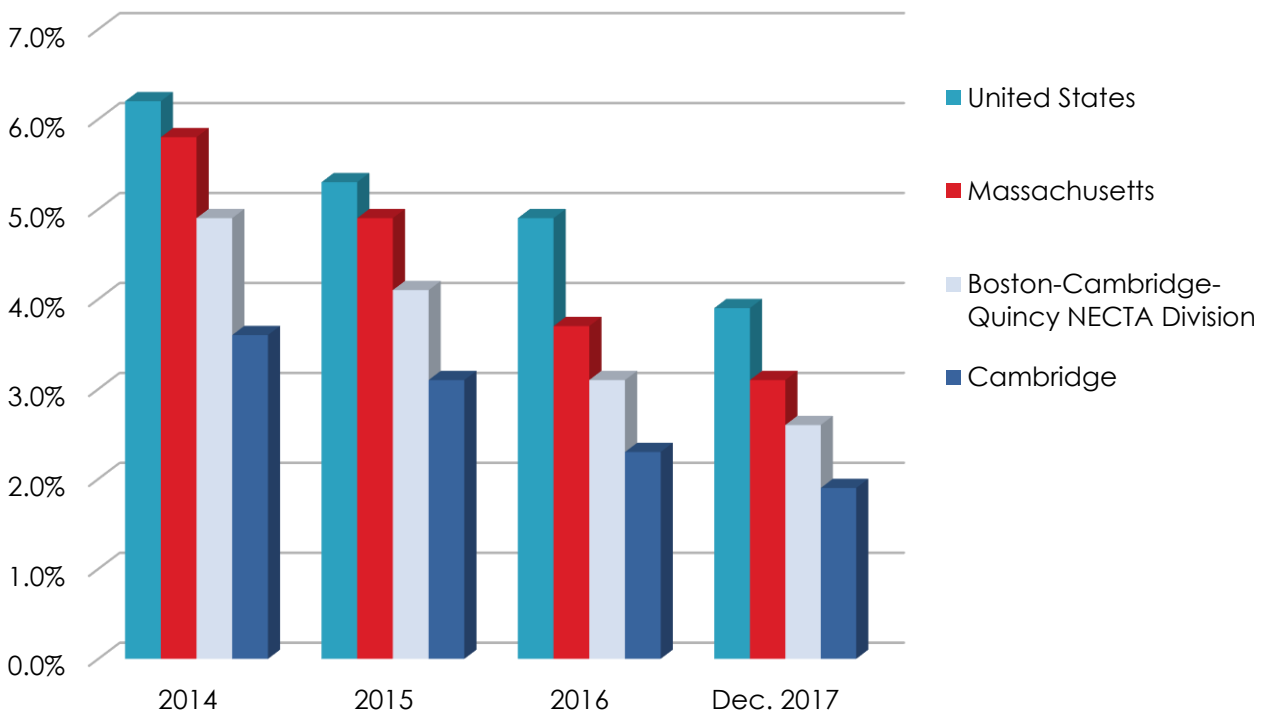
The following pages illustrate many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Together, they provide a snapshot of the Cambridge community and a broad overview of the robust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

PER CAPITA PERSONAL INCOME

| | 2012 | 2013 | 2014 | 2015 | 2016 | AVERAGE |
|-----------------------|----------|----------|----------|----------|----------|----------|
| United States | \$44,282 | \$44,493 | \$46,494 | \$48,451 | \$49,246 | \$46,593 |
| Massachusetts | \$57,192 | \$57,182 | \$59,296 | \$62,846 | \$64,235 | \$60,150 |
| Boston MSA | \$62,445 | \$62,359 | \$64,683 | \$68,712 | \$70,157 | \$65,671 |
| Cambridge | \$62,988 | \$62,979 | \$65,702 | \$69,688 | \$71,125 | \$66,496 |
| Cambridge as % of MA | 110.1% | 110.1% | 110.8% | 110.9% | 110.7% | 110.5% |
| Cambridge as % of USA | 142.2% | 141.5% | 141.3% | 143.8% | 144.4% | 142.7% |

Source: US Department of Commerce, Bureau of Economic Analysis 2017; Bureau of Labor Statistics, 2017.
 Note: All dollar amounts are adjusted to 2016 dollars using the Consumer Price Index Research Series Using Current Methods (CPI-U-RS).

ANNUAL UNEMPLOYMENT RATE



Source: Massachusetts Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data, December 2017.

BENCHMARKS - GENERAL GOVERNMENT

JOBS BY SECTOR

| SECTOR | 2015 | | 2016 | |
|------------------------------------|----------------|---------------|----------------|---------------|
| Construction | 1,070 | 0.9% | 1,027 | 0.8% |
| Education and Health Services | 36,179 | 31.2% | 37,047 | 30.8% |
| Financial Activities | 3,203 | 2.8% | 3,417 | 2.8% |
| Government | 7,477 | 6.4% | 7,421 | 6.2% |
| Information | 4,401 | 3.8% | 4,826 | 4.0% |
| Leisure and Hospitality | 11,015 | 9.5% | 11,183 | 9.3% |
| Manufacturing | 2,997 | 2.6% | 3,209 | 2.7% |
| Other Goods Producing | 52 | 0.0% | 52 | 0.0% |
| Other Services | 2,402 | 2.1% | 2,379 | 2.0% |
| Professional and Business Services | 37,858 | 32.6% | 40,403 | 33.6% |
| Trade, Transportation & Utilities | 9,435 | 8.1% | 9,367 | 7.8% |
| TOTAL | 116,089 | 100.0% | 120,331 | 100.0% |

Source: MA Executive Office of Labor and Workforce Development, 2017.

PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS - DECEMBER 2017¹

| 2016 RANK | EMPLOYER | 2016 EMPLOYEES | INDUSTRY |
|-----------|--|----------------|--------------------------|
| 1 | Harvard University | 12,287 | Higher Education |
| 2 | Mass. Institute of Technology | 9,043 | Higher Education |
| 3 | City of Cambridge ² | 3,098 | Government |
| 4 | Novartis Inst. for Biomedical Research | 2,326 | Biotechnology |
| 5 | Mt. Auburn Hospital | 2,109 | Health Care |
| 6 | Biogen | 2,100 | Biotechnology |
| 7 | Cambridge Innovation Center ³ | 1,872 | Start Up Incubator |
| 8 | Akamai Technologies | 1,845 | Internet Technology |
| 9 | Cambridge Health Alliance | 1,824 | Health Care |
| 10 | Draper Laboratory | 1,557 | Research & Development |
| 11 | Takeda Pharmaceuticals/Millennium | 1,554 | Biotechnology |
| 12 | Hubspot | 1,360 | Marketing Software |
| 13 | Sanofi Aventis | 1,318 | Biotechnology |
| 14 | Federal Government | 1,273 | Government |
| 15 | EF Education First | 1,269 | Travel & Education Prog. |

1. All figures collected between 09/17 and 11/17. All figures reflect employment within the City of Cambridge only. Whenever possible, totals are based on 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 startup incubator that houses employees from 657 companies.

BENCHMARKS - GENERAL GOVERNMENT

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

| COMMUNITY | FY16 | FY17 | FY18 |
|-------------------|---------------|---------------|---------------|
| Cambridge* | \$6.99 | \$6.49 | \$6.29 |
| Brookline* | \$10.42 | \$9.88 | \$9.46 |
| Boston* | \$11.00 | \$10.59 | \$10.48 |
| Somerville* | \$12.53 | \$11.67 | \$11.32 |
| Arlington | \$12.80 | \$12.56 | \$12.13 |
| Belmont | \$12.56 | \$12.70 | \$12.15 |
| Watertown* | \$13.68 | \$13.89 | \$13.47 |

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

HOUSING

| TYPE OF HOUSING | FY18 MEDIAN VALUE | FY18 TAX BILL* |
|-----------------|-------------------|----------------|
| Condominium | \$583,900 | \$1,541 |
| One Family | \$1,124,700 | \$4,942 |
| Two Family | \$1,083,400 | \$4,682 |
| Three Family | \$1,238,100 | \$5,655 |

*Includes residential exemption.

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

| COMMUNITY | FY16 | FY17 | FY18 |
|------------------|----------------|----------------|----------------|
| Cambridge | \$17.71 | \$16.12 | \$14.81 |
| Brookline | \$16.99 | \$16.20 | \$15.72 |
| Somerville | \$20.18 | \$18.81 | \$18.21 |
| Newton | \$21.94 | \$21.27 | \$20.62 |
| Needham | \$23.02 | \$23.63 | \$23.46 |
| Watertown | \$25.40 | \$25.32 | \$24.63 |
| Boston | \$26.81 | \$25.37 | \$25.20 |

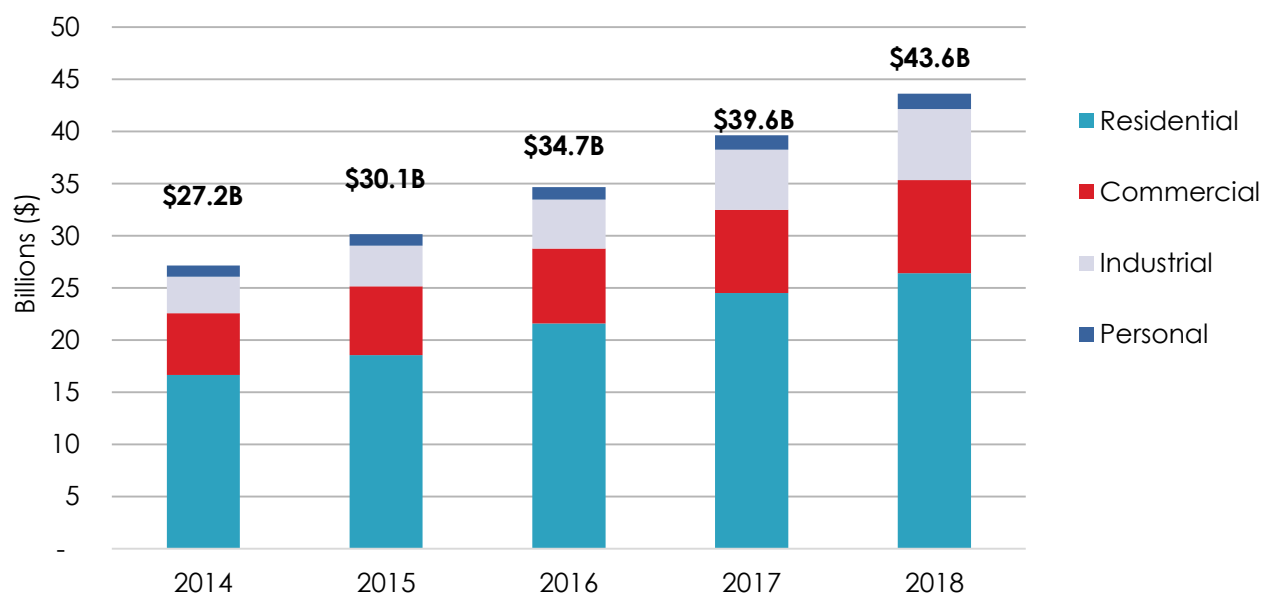
BENCHMARKS - GENERAL GOVERNMENT

TOP 10 TAXPAYERS – FY18

| # | PROPERTY OWNER | NATURE OF BUSINESS | ASSESSED VALUATION (\$) | % OF TOTAL TAX BASE (%) | REAL PROPERTY TAXES (\$) | % OF TOTAL TAX LEVY |
|--------------------------------------|---|--------------------|-------------------------|-------------------------|--------------------------|---------------------|
| 1 | Massachusetts Institute of Technology | Education* | \$3,192,744,500 | 7.32% | \$46,517,795 | 11.96% |
| 2 | BioMed Realty Trust | Commercial | \$1,284,063,700 | 2.94% | \$18,999,999 | 4.88% |
| 3 | Alexandria Real Estate | Commercial | \$1,187,858,600 | 2.72% | \$17,590,562 | 4.52% |
| 4 | Boston Properties | Commercial | \$647,854,200 | 1.49% | \$8,742,286 | 2.25% |
| 5 | Presidents & Fellows of Harvard College | Education* | \$428,869,100 | 0.98% | \$6,351,551 | 1.63% |
| 6 | MBA-Rogers Street, LLC | Commercial | \$581,021,500 | 1.33% | \$5,745,301 | 1.48% |
| 7 | Equity Partners | Commercial | \$325,453,300 | 0.75% | \$4,819,963 | 1.24% |
| 8 | PREEF American Reit II Corp. | Commercial | \$318,416,000 | 0.73% | \$4,715,741 | 1.21% |
| 9 | Novartis Pharmaceuticals | Commercial | \$271,089,600 | 0.62% | \$4,014,837 | 1.03% |
| 10 | New England Development | Commercial | \$512,379,400 | 1.17% | \$3,294,340 | 0.85% |
| TOTAL FOR TOP 10 TAXPAYERS | | | \$8,749,749,900 | 20.05% | \$120,792,375 | 31.05% |
| TOTAL FY17 ASSESSED VALUATION | | | \$43,619,137,030 | | | |
| TOTAL FY17 TAX LEVY | | | | | \$389,080,359 | |

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

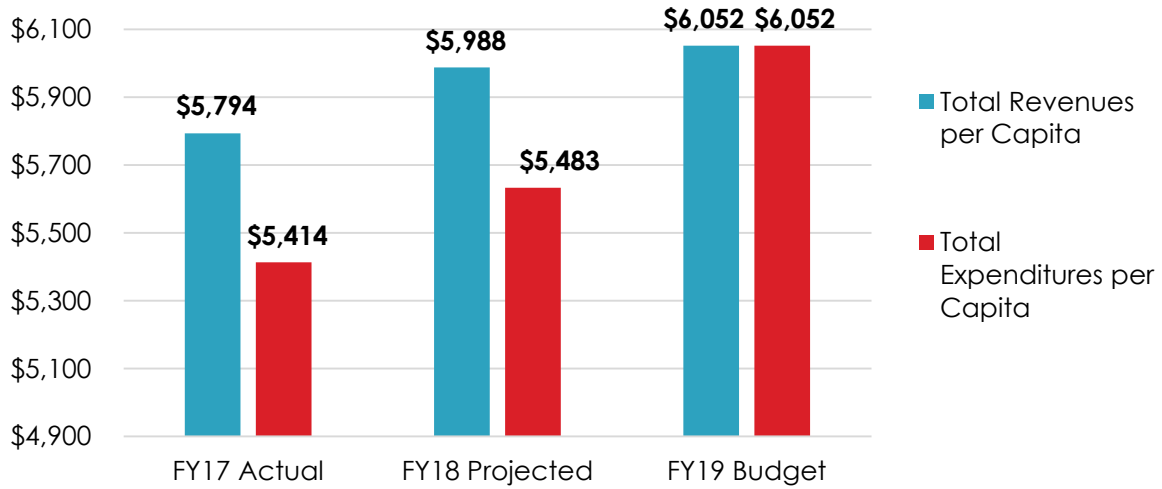
ASSESSED VALUATION FY14-FY18



Note: Total assessed valuation for FY18 was \$43.6 billion, a \$4 billion or 10.07% increase over FY17.

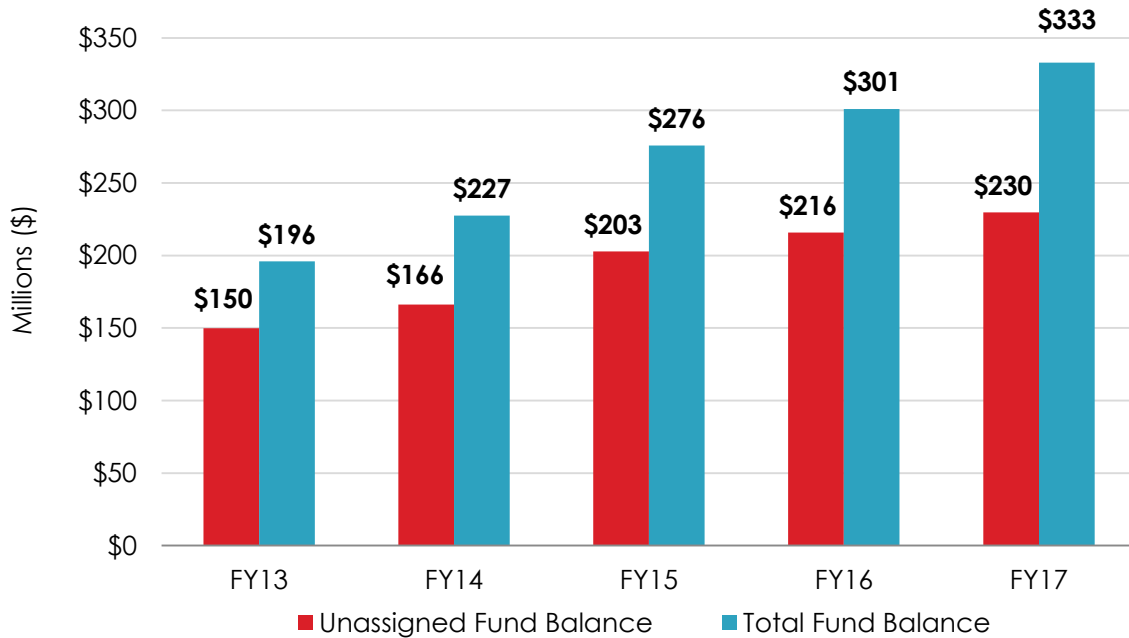
BENCHMARKS - GENERAL GOVERNMENT

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.

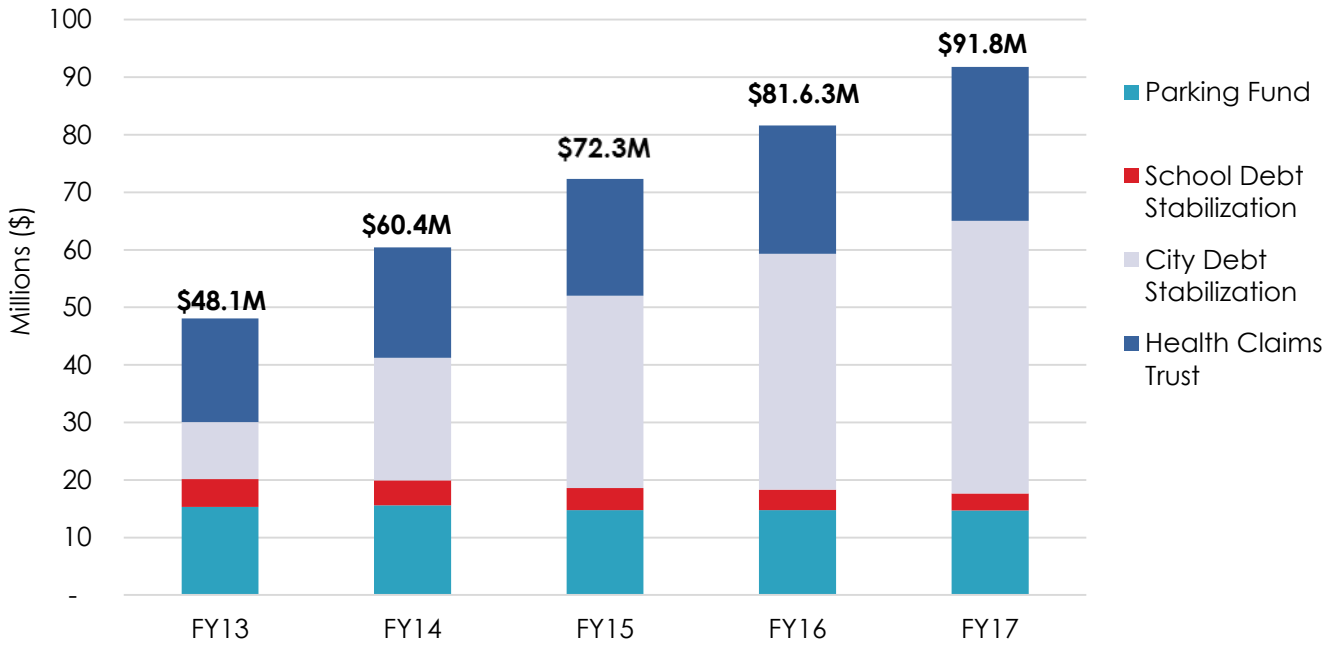
GENERAL FUND FUND BALANCES



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

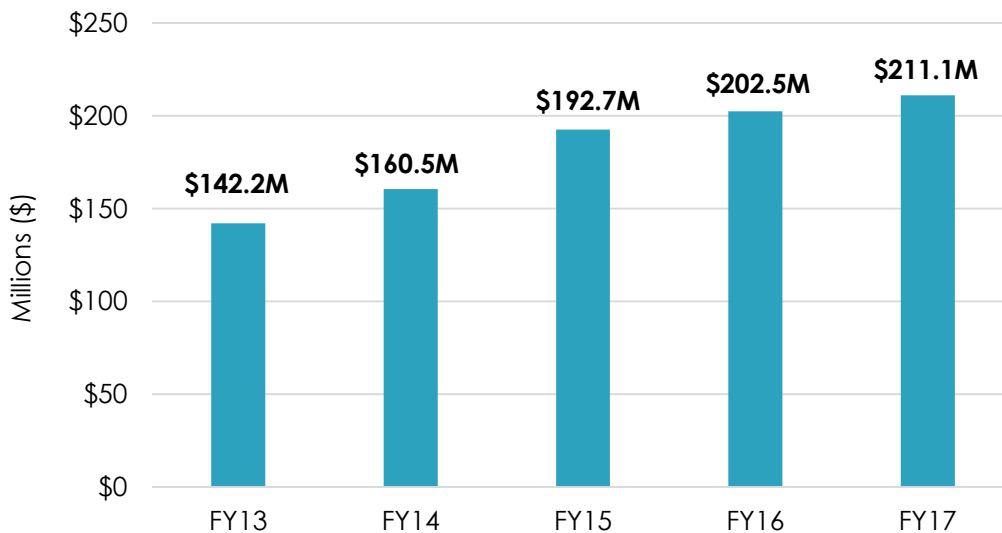
BENCHMARKS - GENERAL GOVERNMENT

RESERVE FUNDS



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

CERTIFIED FREE CASH

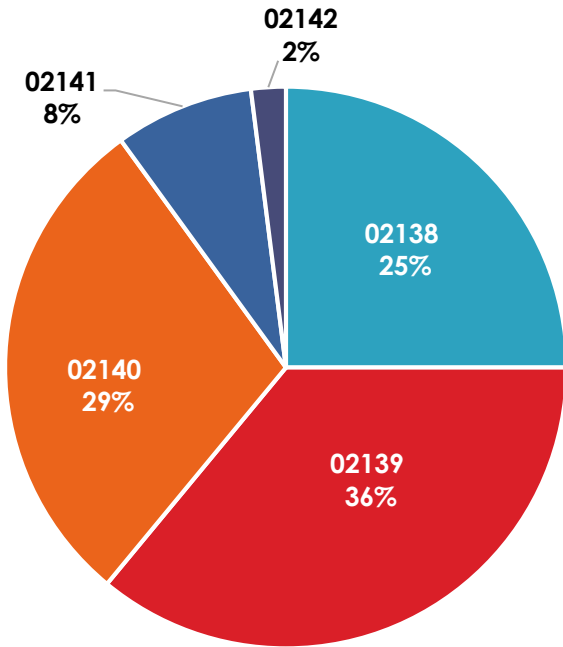


Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue's Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown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

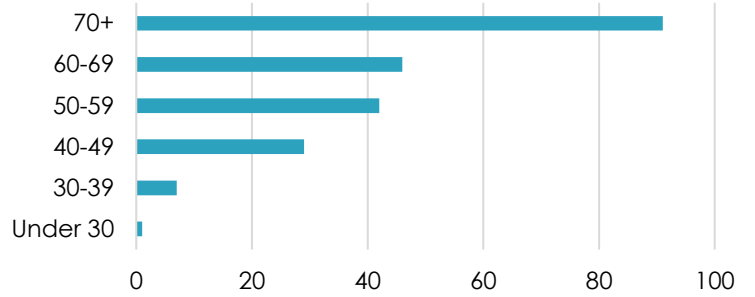
BENCHMARKS - GENERAL GOVERNMENT

Minibonds: On February 20-26, 2018, the City sold \$1.86 million in minibonds to residents at a rate of 2% for five years.

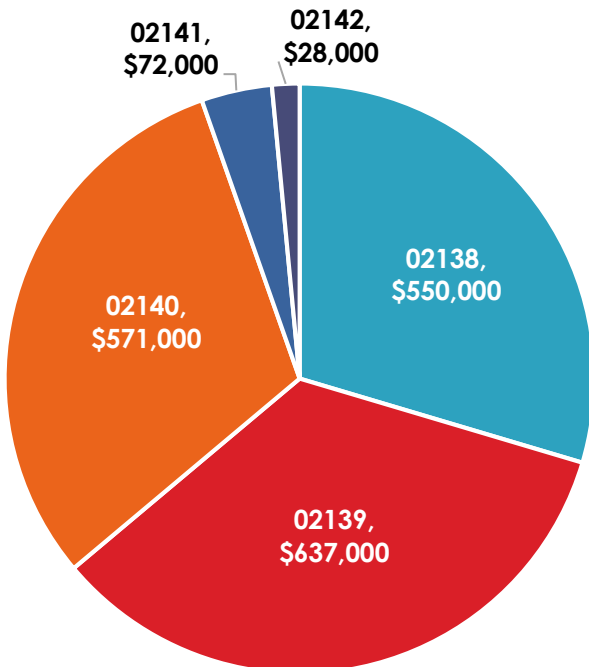
PERCENTAGE OF MINIBOND ORDERS BY ZIP CODE



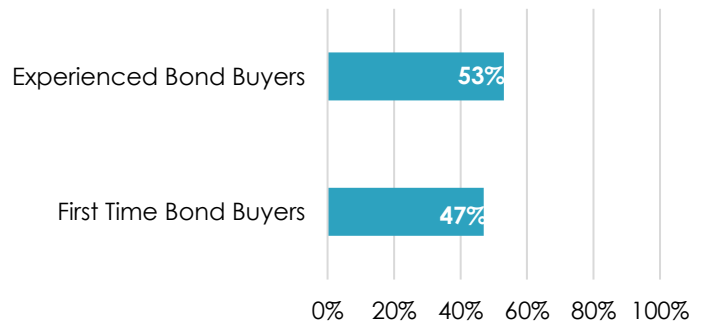
NUMBER OF MINIBOND ORDERS BY INVESTOR AGE



DOLLAR AMOUNT OF MINIBOND ORDERS BY ZIP CODE

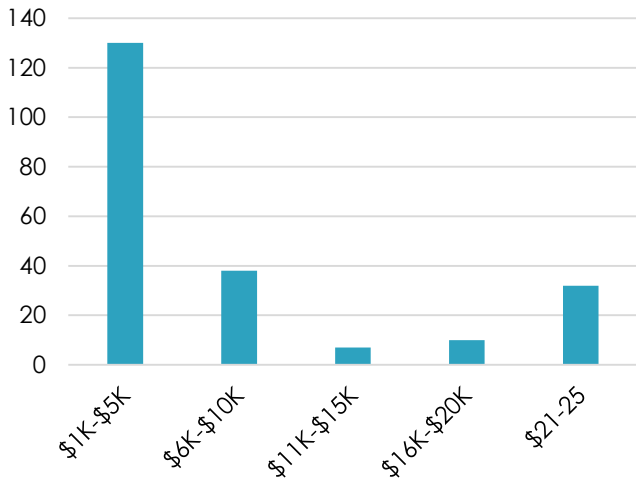


Minibond buyer investment experience

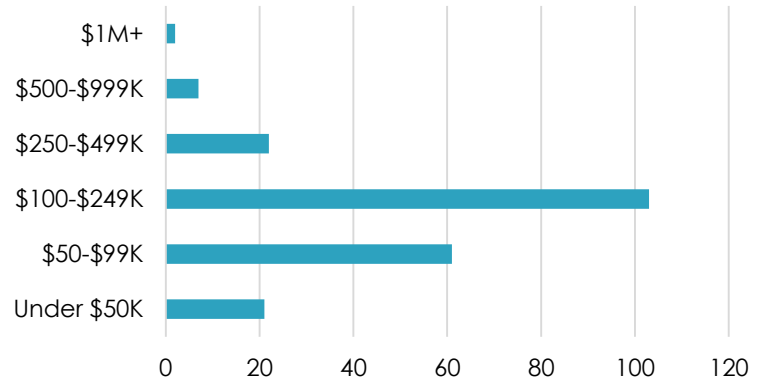


BENCHMARKS - GENERAL GOVERNMENT

NUMBER OF MINIBOND ORDERS BY DOLLAR SIZE

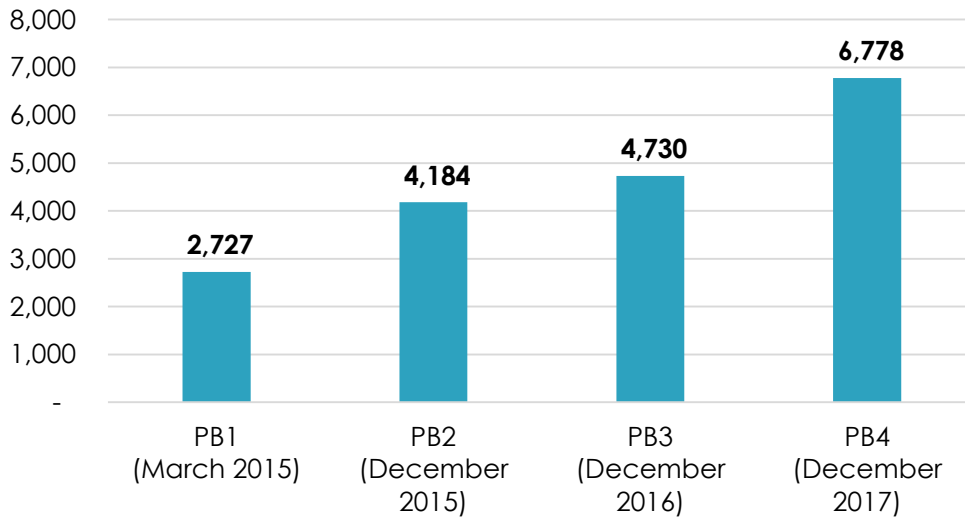


NUMBER OF MINIBOND ORDERS BY INVESTOR INCOME



Note: Median minibond order (\$5,000) and average order (\$8,562).

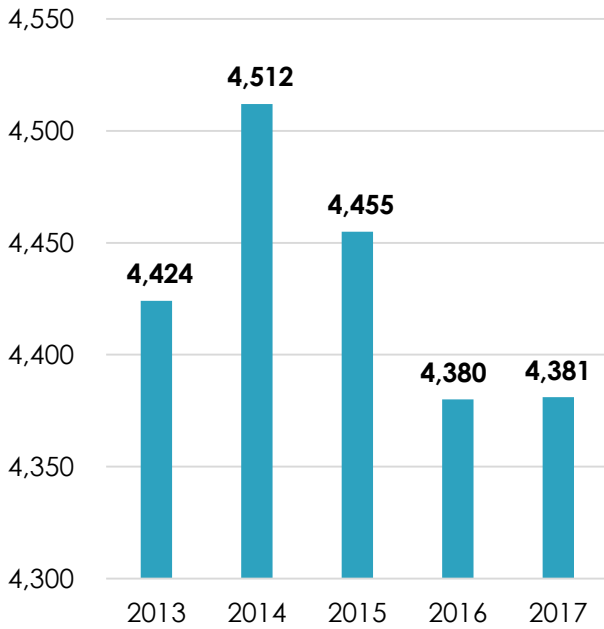
PARTICIPATORY BUDGETING VOTERS



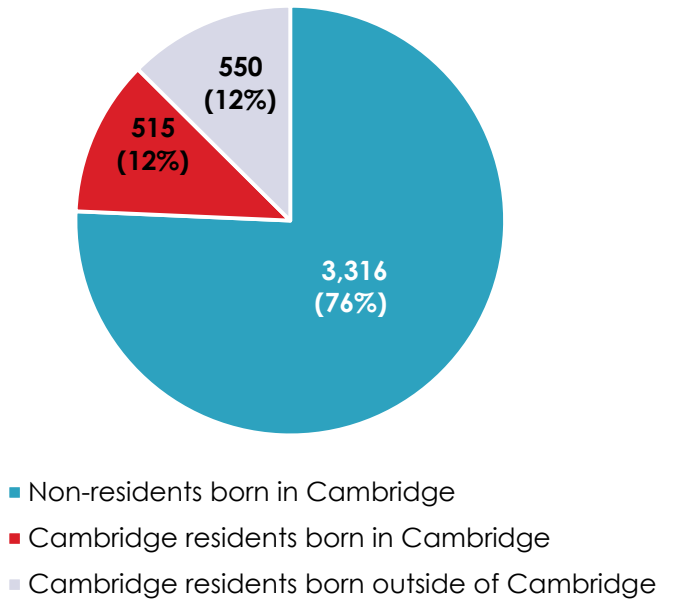
Note: All Cambridge residents age 12 and older, regardless of immigration status, can vote in the City's annual Participatory Budgeting (PB) process. The next PB vote will take place from December 1-7, 2018.

BENCHMARKS - GENERAL GOVERNMENT

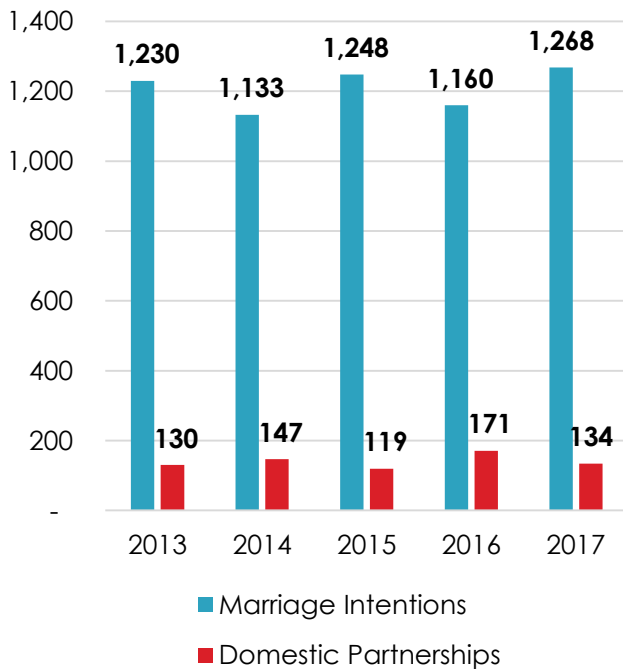
BIRTHS RECORDED IN CAMBRIDGE



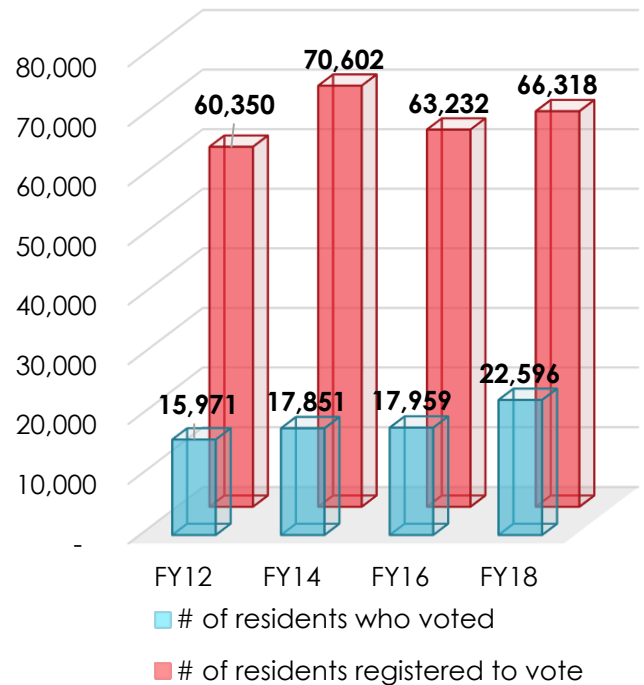
BIRTHS RECORDED IN CAMBRIDGE IN 2017



CAMBRIDGE MARRIAGE LICENSES & DOMESTIC PARTNERSHIP FILINGS



VOTERS IN MUNICIPAL ELECTIONS

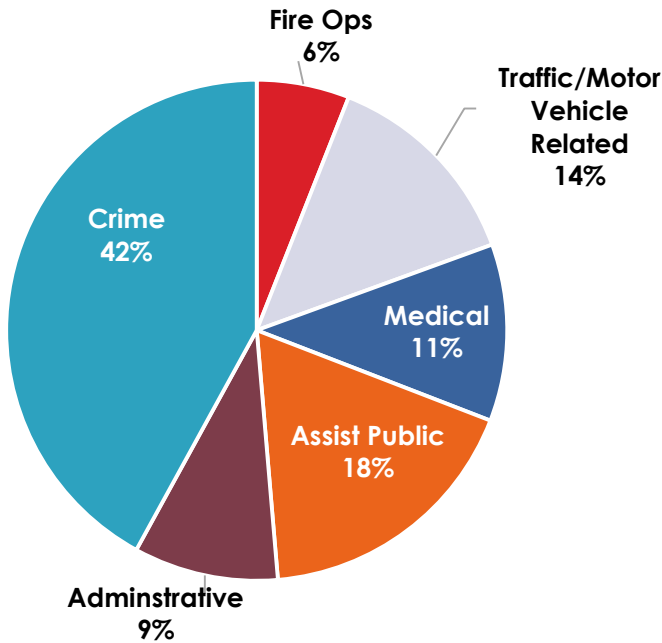


BENCHMARKS - PUBLIC SAFETY

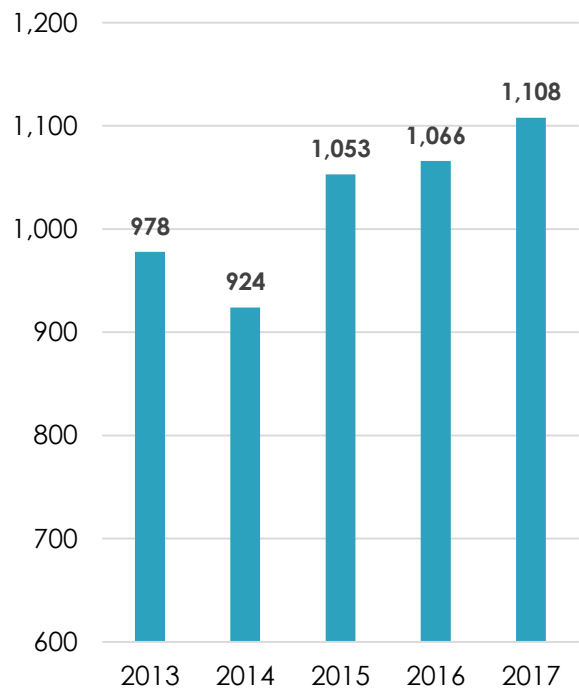
10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

| Category | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | % Change ('16-'17) |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|--------------------|
| Fire Ops | 5,986 | 6,044 | 5,682 | 5,875 | 5,423 | 5,527 | 5,450 | 6,010 | 5,912 | 5,811 | -1.7% |
| Administrative | 6,718 | 6,244 | 6,240 | 8,748 | 9,023 | 9,561 | 9,067 | 9,415 | 9,296 | 9,062 | -2.6% |
| Medical | 10,723 | 10,326 | 10,978 | 11,104 | 10,931 | 11,391 | 11,263 | 11,144 | 11,033 | 11,096 | 0.6% |
| Assist Public | 17,725 | 16,026 | 16,479 | 16,732 | 16,155 | 16,470 | 16,221 | 16,390 | 12,183 | 17,263 | 29.4% |
| Traffic/MV-Related | 22,066 | 21,443 | 17,754 | 15,726 | 13,330 | 13,804 | 14,454 | 14,251 | 17,014 | 13,071 | -30.2% |
| Crime & Directed Patrol | 44,402 | 43,588 | 45,539 | 60,392 | 62,359 | 58,821 | 54,578 | 51,636 | 42,816 | 40,802 | -4.9% |
| Total | 107,620 | 103,671 | 102,672 | 118,577 | 117,221 | 115,574 | 111,033 | 108,846 | 98,254 | 97,105 | -1.2% |

**EMERGENCY COMMUNICATIONS:
FY17 INCIDENT CATEGORIES
(98,254 TOTAL INCIDENTS)**

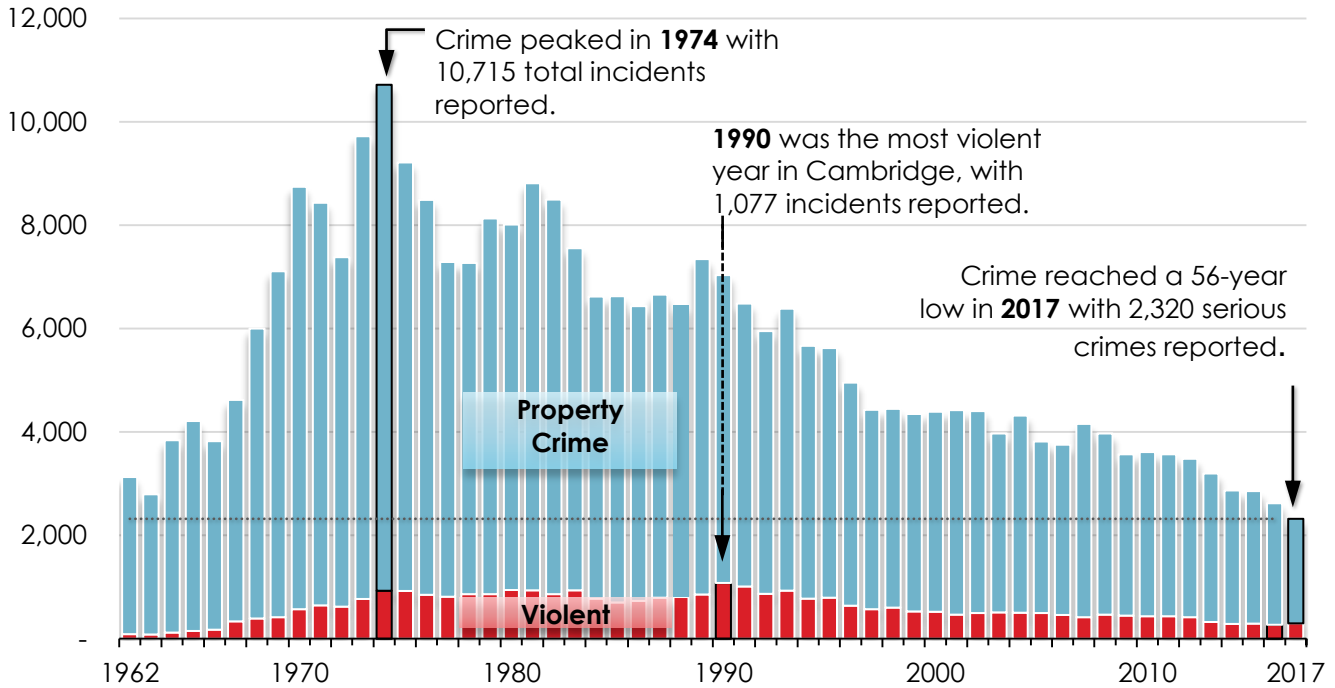


TOTAL FIRES



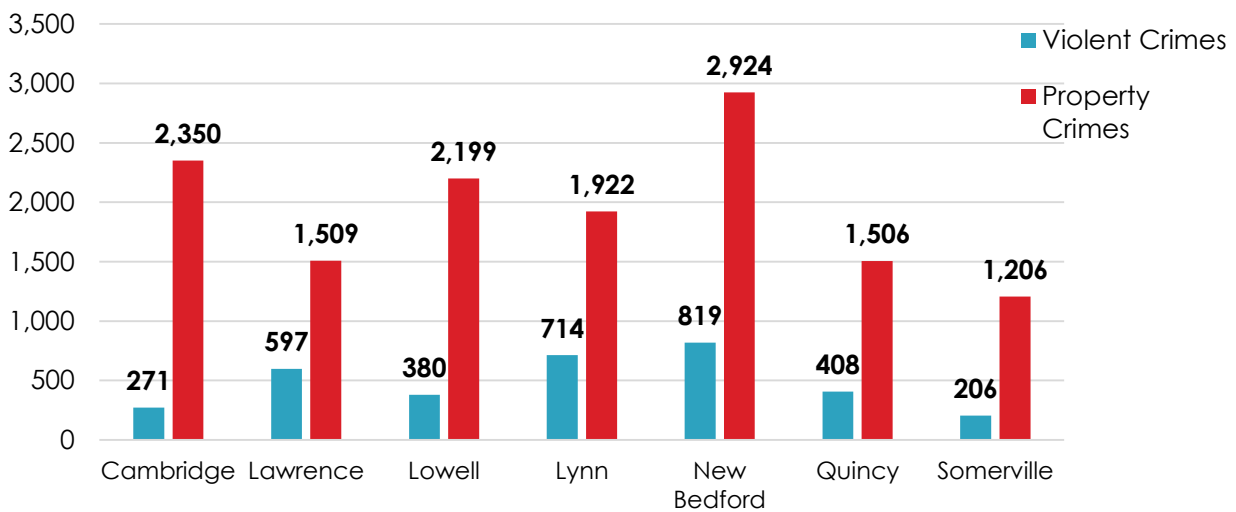
BENCHMARKS - PUBLIC SAFETY

56 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 (2016)



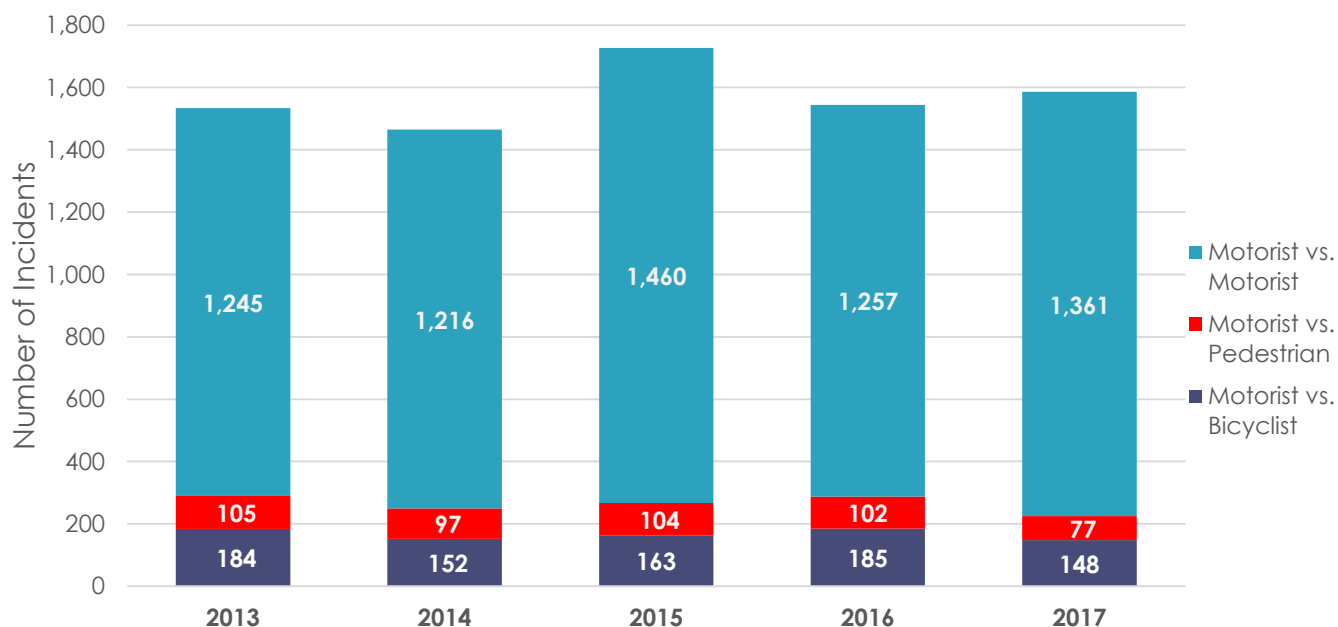
Note: This table is based on information from the FBI's Uniform Crime Reports. The latest available data available for comparison is from 2016.

BENCHMARKS - PUBLIC SAFETY

COMPARISON OF 2016 AND 2017 CAMBRIDGE CRIME INDEX

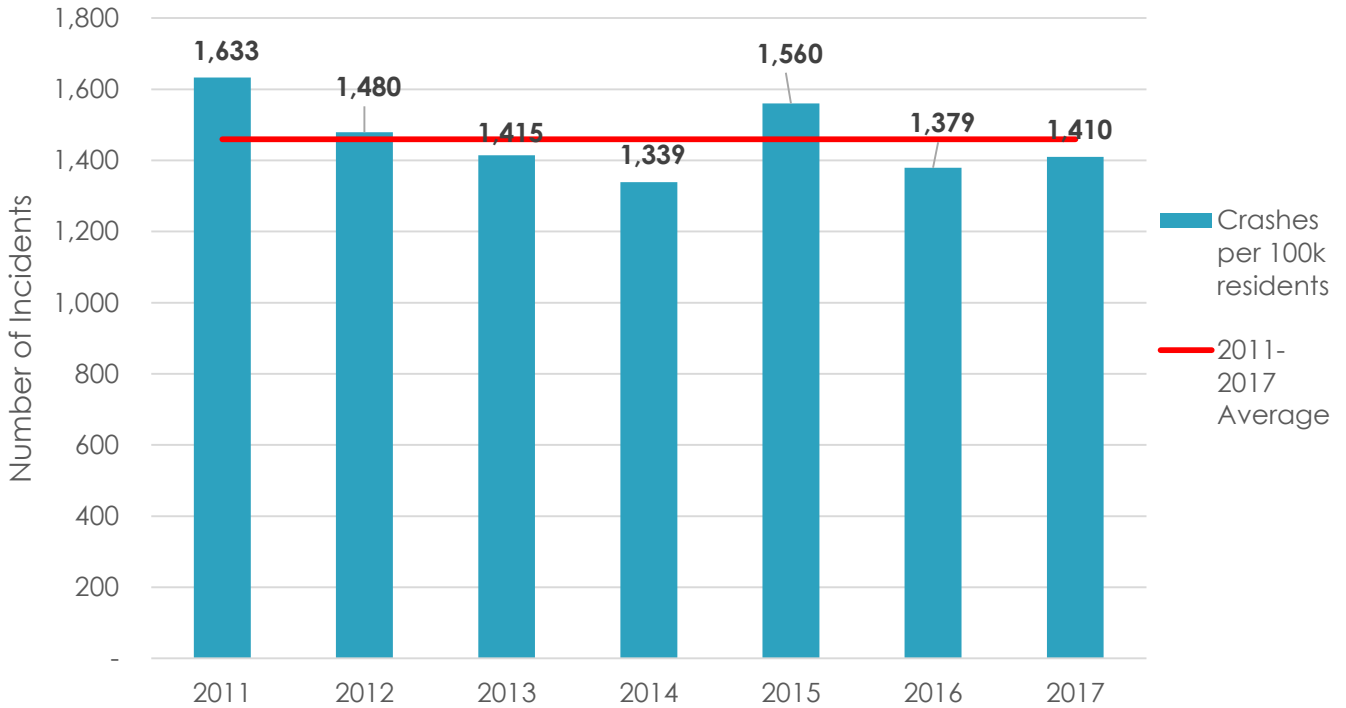
| CRIME | JAN - DEC 2016 | JAN - DEC 2017 | % CHANGE |
|-----------------------------|----------------|----------------|-------------|
| Murder | 2 | 2 | 0% |
| Rape | 27 | 17 | -37% |
| Robbery | 81 | 104 | 28% |
| Commercial | 23 | 39 | 70% |
| Street | 58 | 65 | 12% |
| Aggravated Assault | 161 | 173 | 7% |
| TOTAL VIOLENT | 271 | 296 | 9% |
| Burglary | 308 | 252 | -18% |
| Commercial | 45 | 49 | 9% |
| Residential | 263 | 203 | -23% |
| Larceny | 1932 | 1679 | -13% |
| From Building | 297 | 273 | -8% |
| Motor Vehicle | 372 | 289 | -22% |
| From Person | 221 | 158 | -29% |
| Of Bicycle | 375 | 303 | -19% |
| Shoplifting | 326 | 370 | 13% |
| From Residence | 270 | 187 | -31% |
| Of MV Plate | 22 | 28 | 27% |
| Of Services | 17 | 31 | 82% |
| Miscellaneous | 32 | 40 | 25% |
| Auto Theft | 110 | 91 | -17% |
| TOTAL PROPERTY CRIME | 2,350 | 2,022 | -14% |
| CRIME INDEX TOTAL | 2,621 | 2,318 | -12% |

REPORTABLE MOTOR VEHICLE CRASHES - FISCAL YEAR 2013-2017

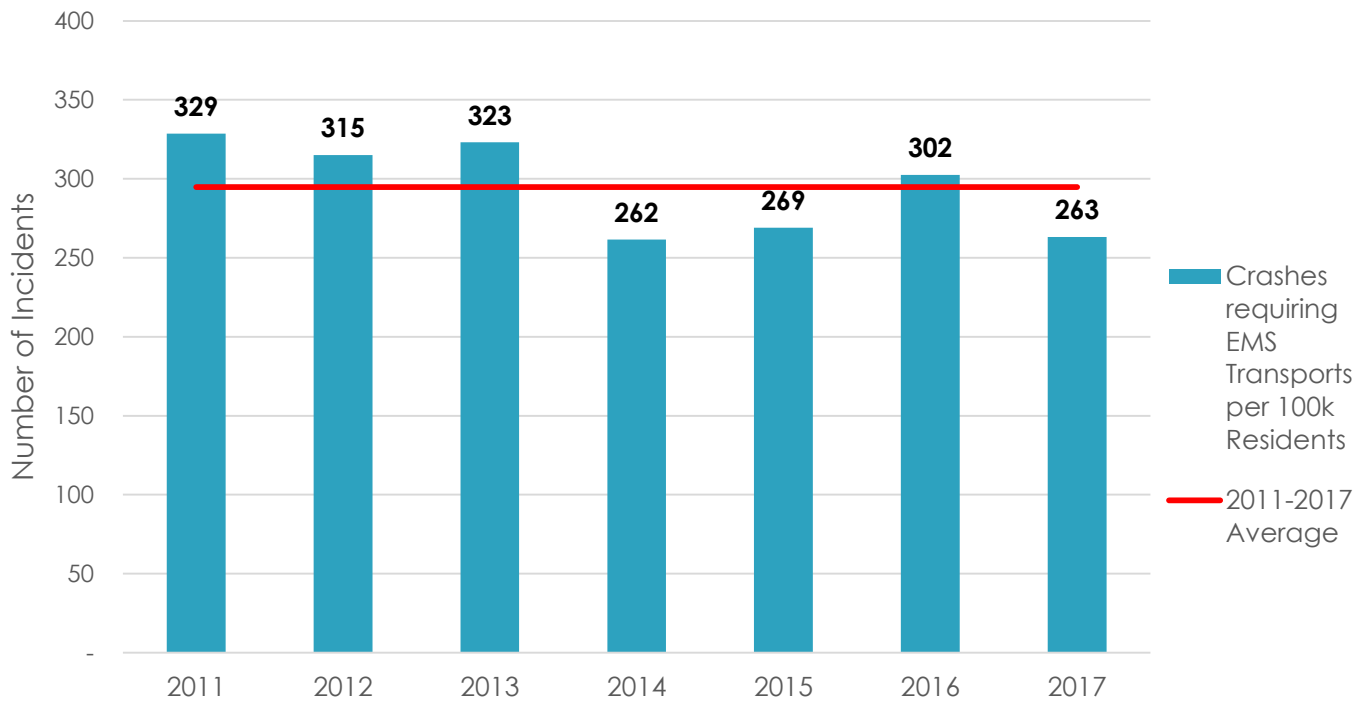


BENCHMARKS - PUBLIC SAFETY

ALL REPORTABLE CRASHES PER 100K RESIDENTS

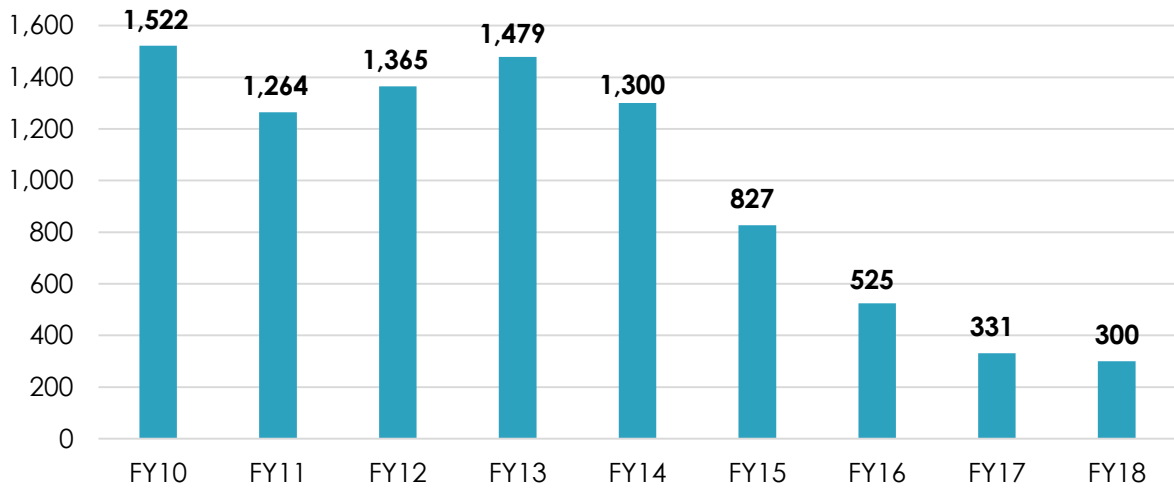


CRASHES RESULTING IN EMS TRANSPORT, PER 100K RESIDENTS



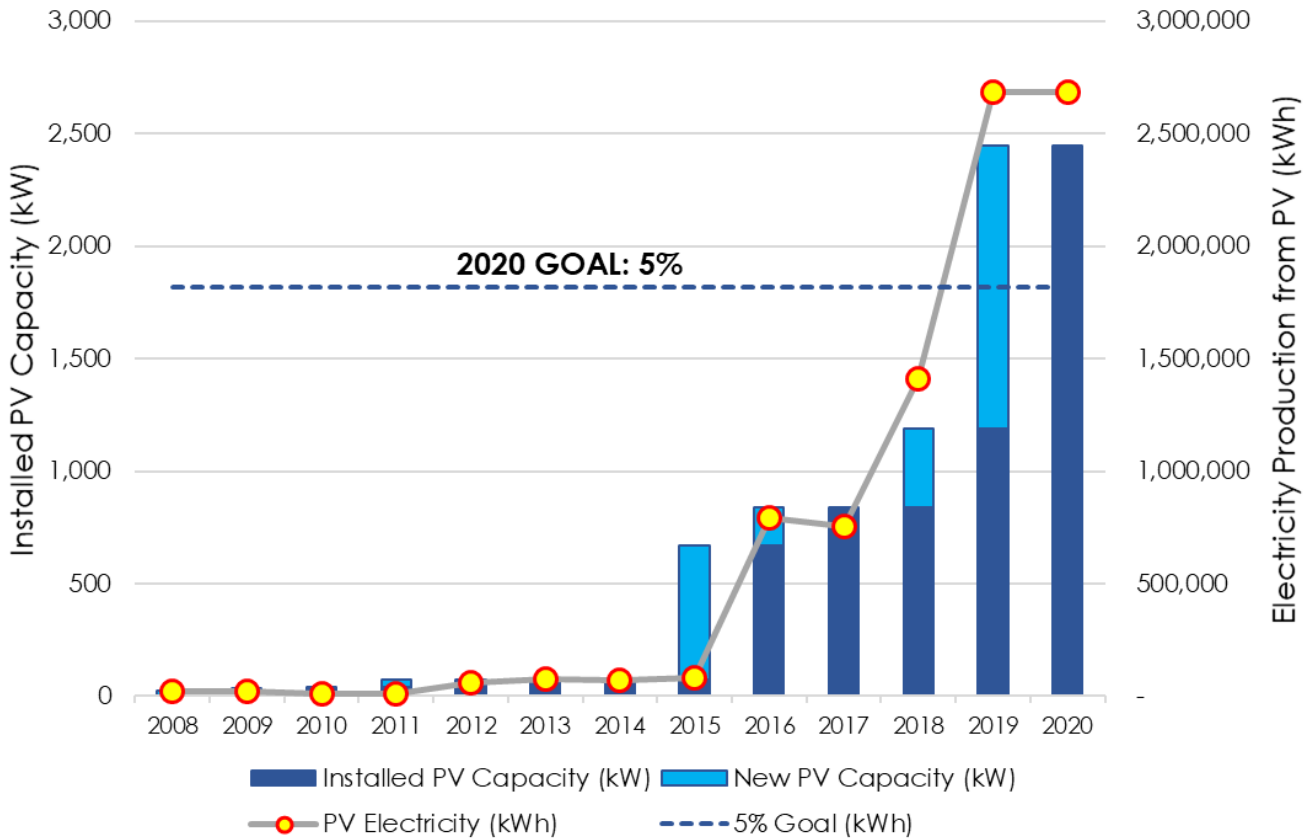
BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

STREETLIGHT OUTAGES



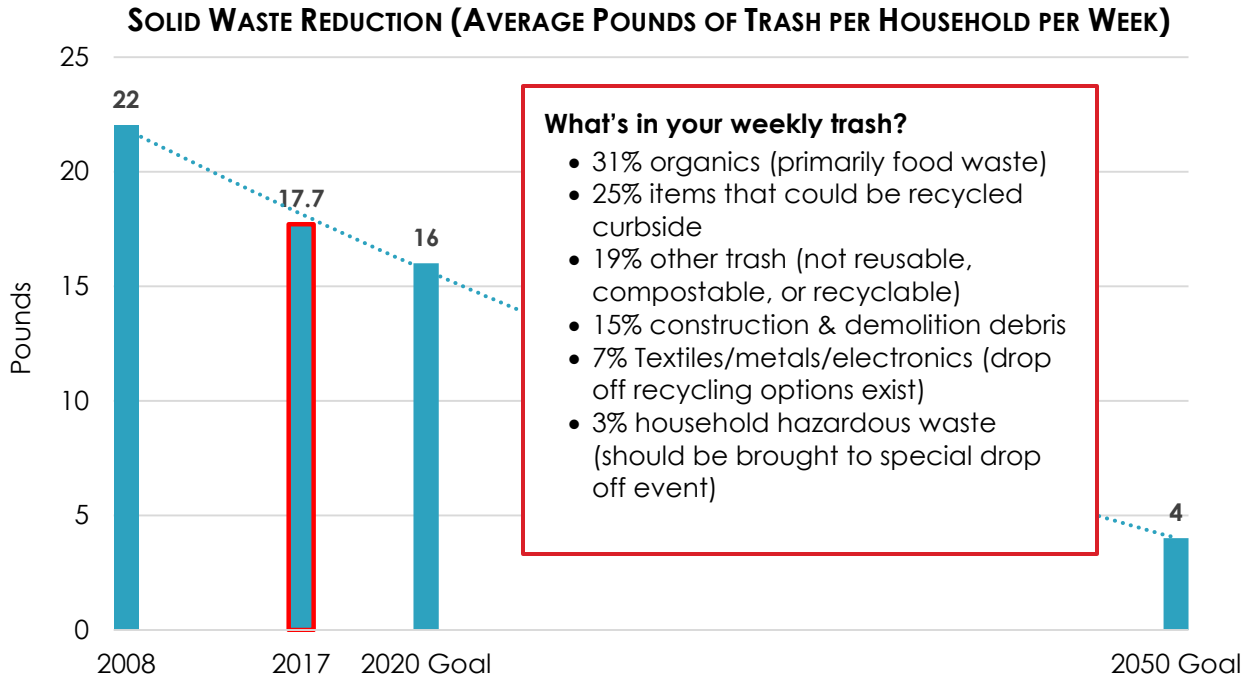
Note: Streetlight repairs and outages have been significantly reduced due to ongoing LED streetlight conversion,. The FY18 number is a projection.

PROGRESS TOWARD 2020 MUNICIPAL ONSITE SOLAR GOAL

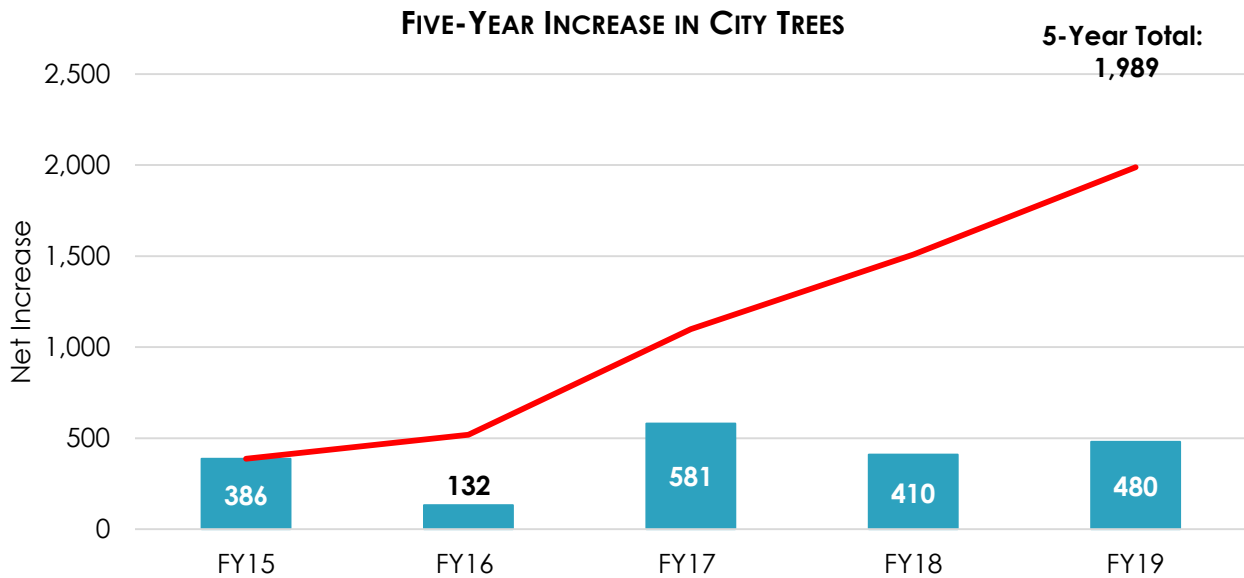


Note: In 2015, the City set a goal of generating 5% of municipal electricity use from onsite renewable systems by 2020. Through new solar installations, energy efficiency projects, and a cleaner regional electricity grid, the City expects to achieve the goal by 2019, one year ahead of schedule.

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.

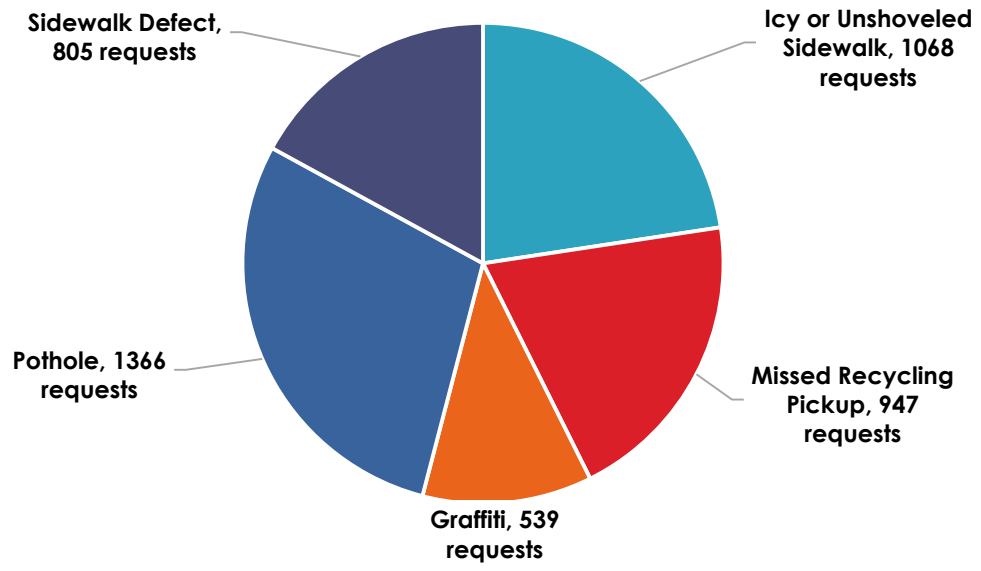


Note: Figures for FY18 and FY19 are projections.

BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

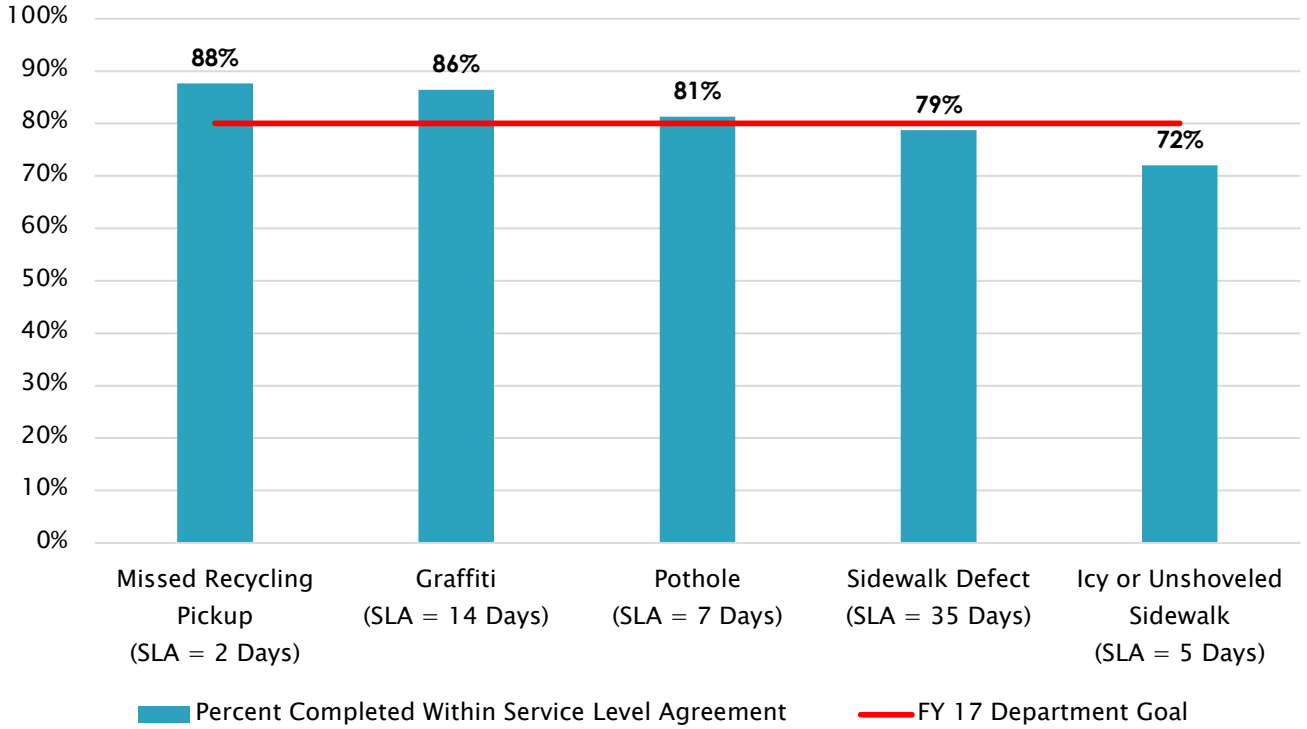
Commonwealth Connect is the City’s online and app-based reporting service, allowing residents to directly connect with City departments to report issues. Residents can choose from over 30 service categories that are sent directly to the appropriate departments. In FY17, the top five categories reported were:

TOP FIVE COMMONWEALTH CONNECT CATEGORIES REPORTED FY17

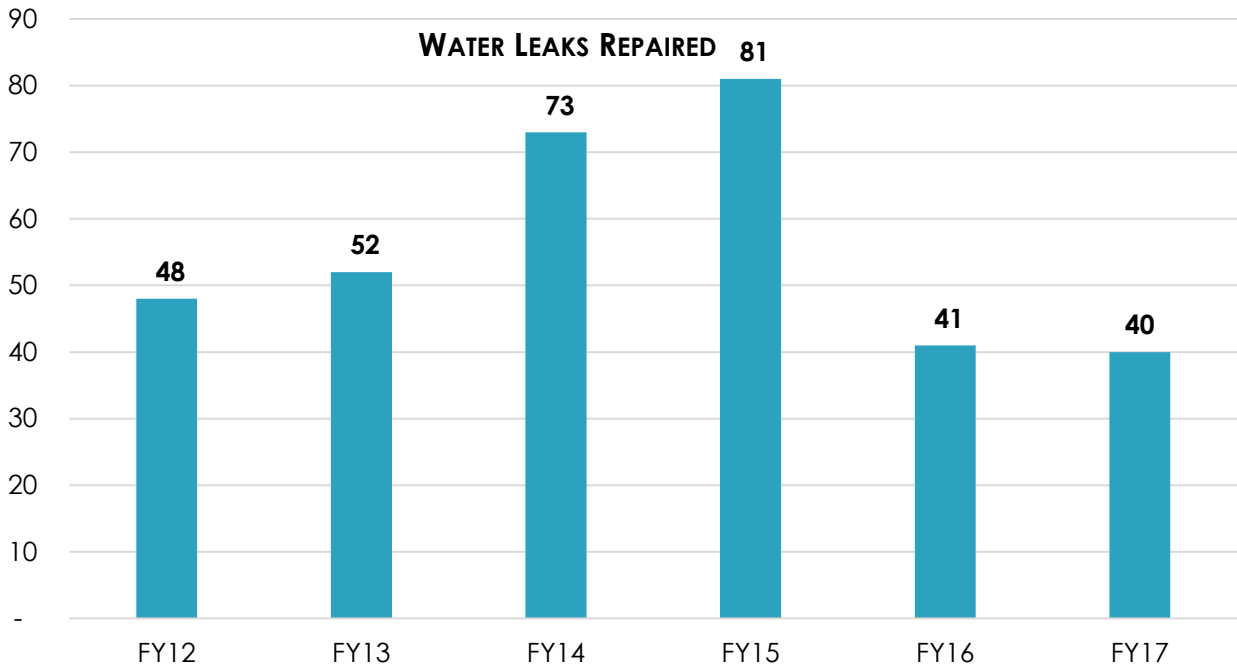


Each category of requests is assigned a Service Level Agreement (SLA). The SLA establishes a set amount of time in which residents can reasonably expect a request to be resolved. Public Works’ goal is to address 80% of requests within their given category’s service level agreement.

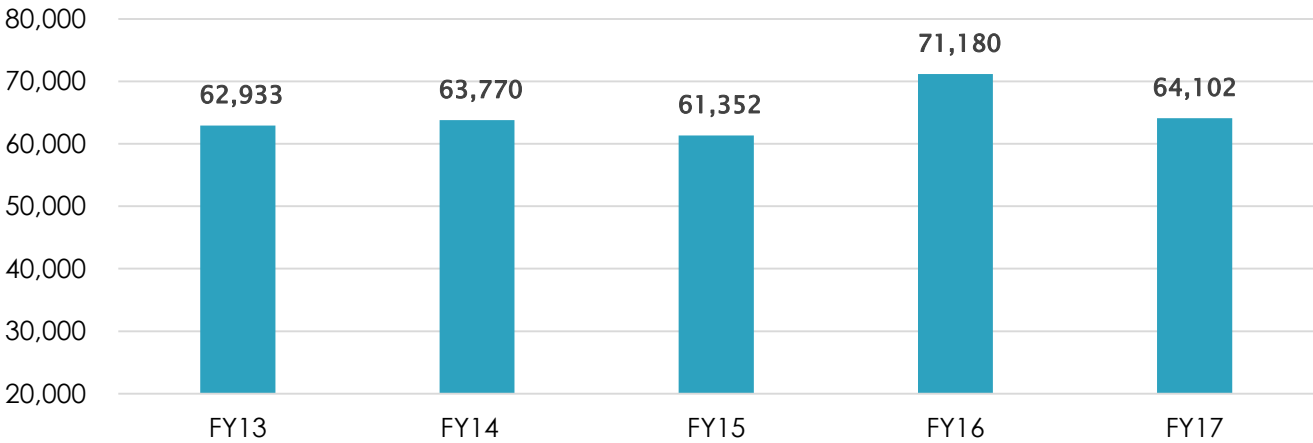
PERCENTAGE OF ISSUES RESOLVED WITHIN SERVICE LEVEL AGREEMENT



BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT



TOTAL WATER QUALITY, TREATMENT, AND WATERSHED TESTS PERFORMED

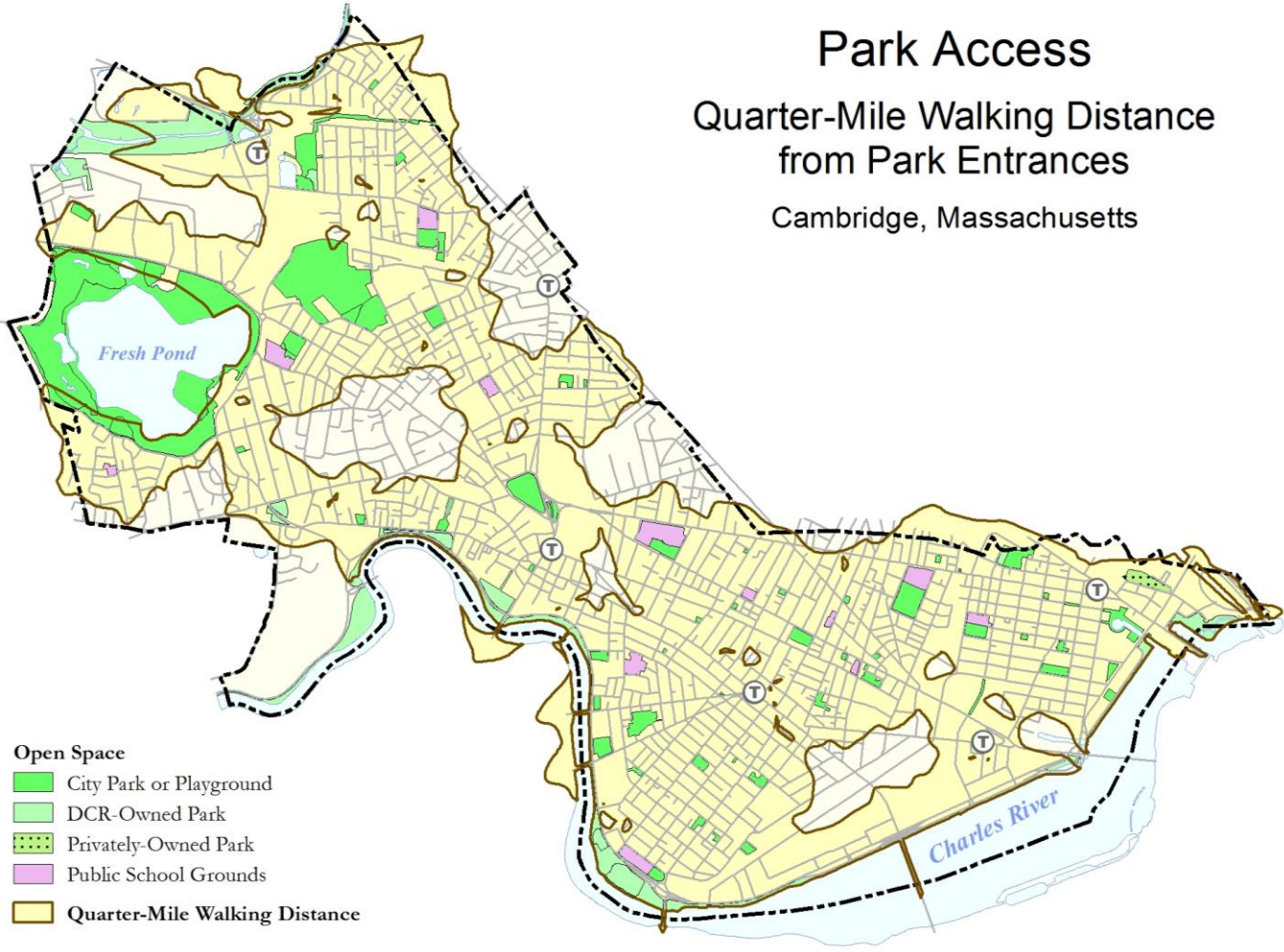


Note: The increase in FY16 was due to higher than normal lead testing requests.

Park Access

Quarter-Mile Walking Distance
from Park Entrances

Cambridge, Massachusetts

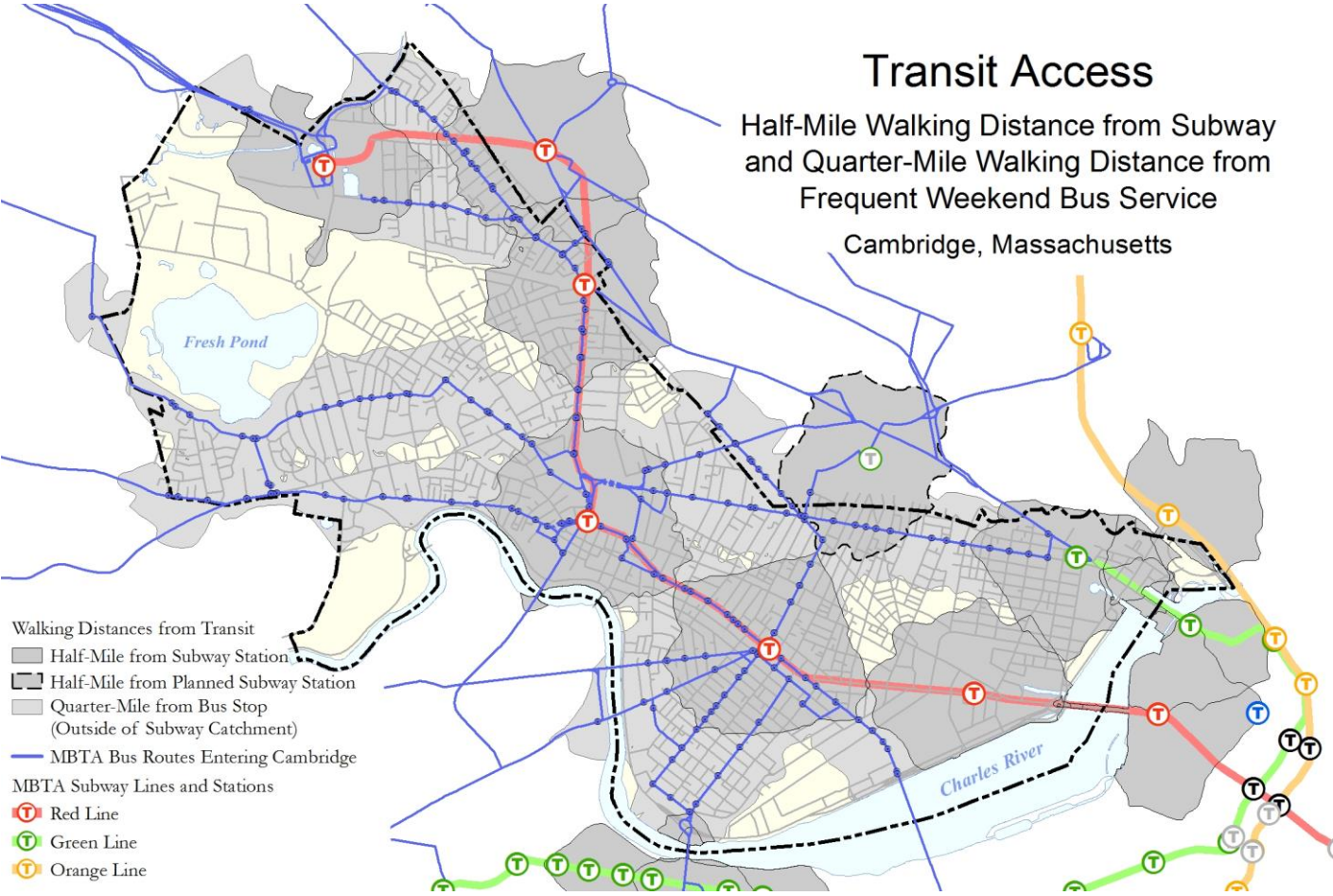


BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

Transit Access

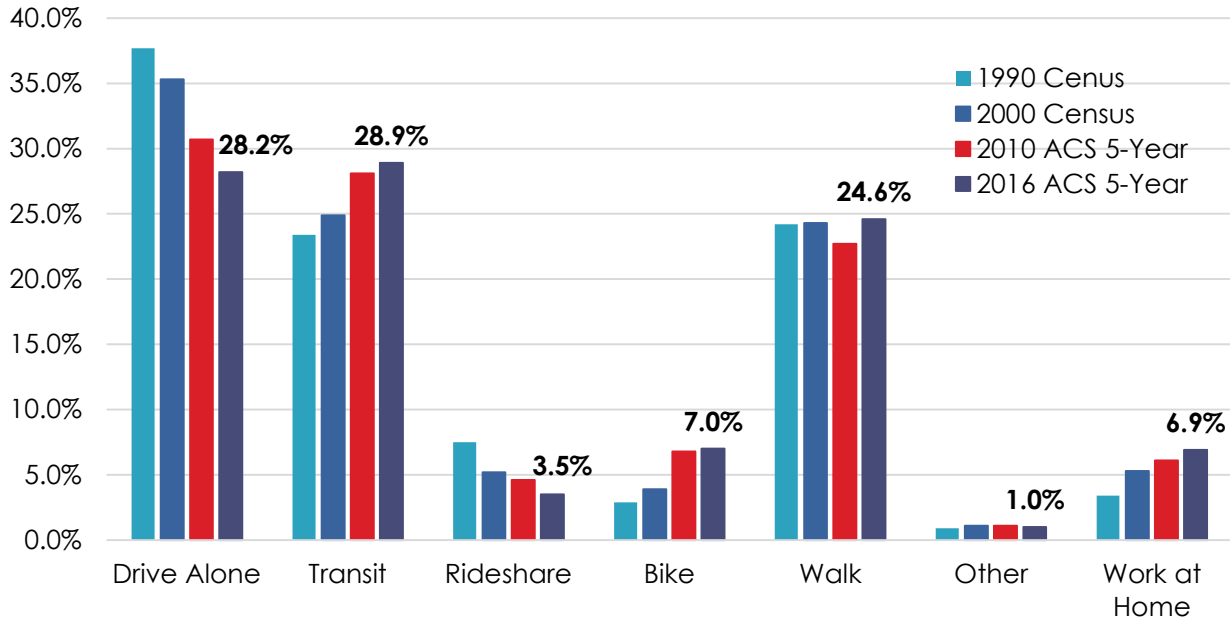
Half-Mile Walking Distance from Subway
and Quarter-Mile Walking Distance from
Frequent Weekend Bus Service

Cambridge, Massachusetts

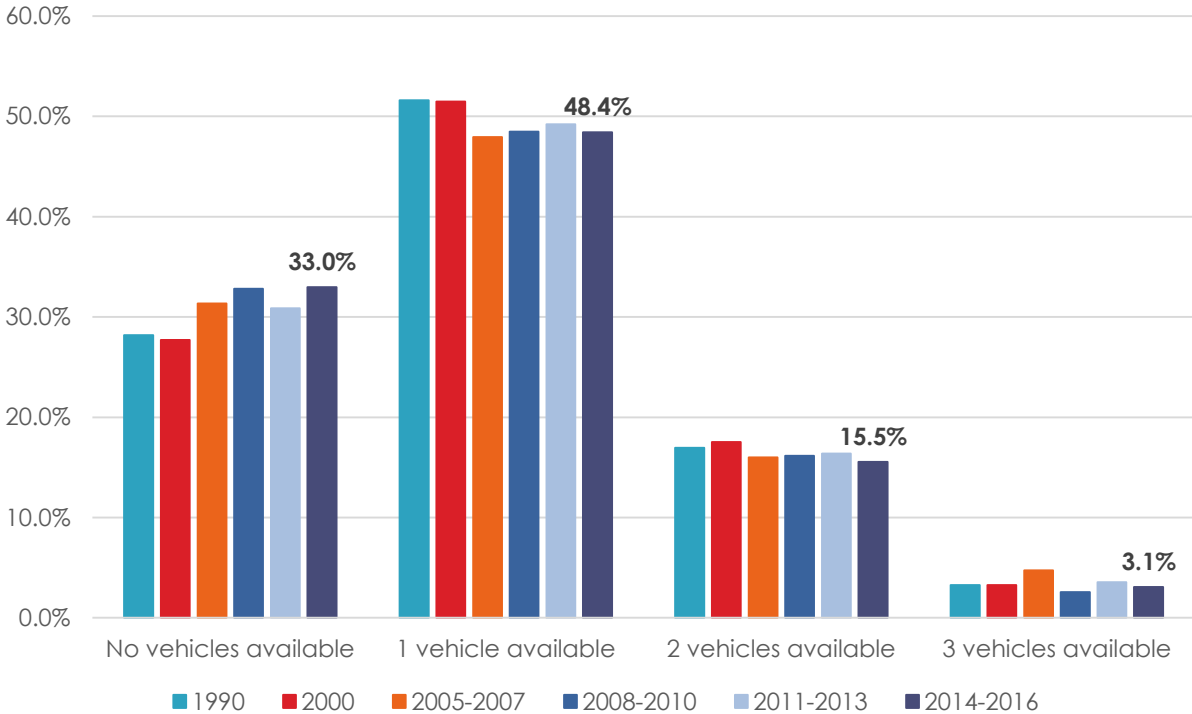


BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

RESIDENTS OF CAMBRIDGE: MODE TO TRAVEL TO WORK

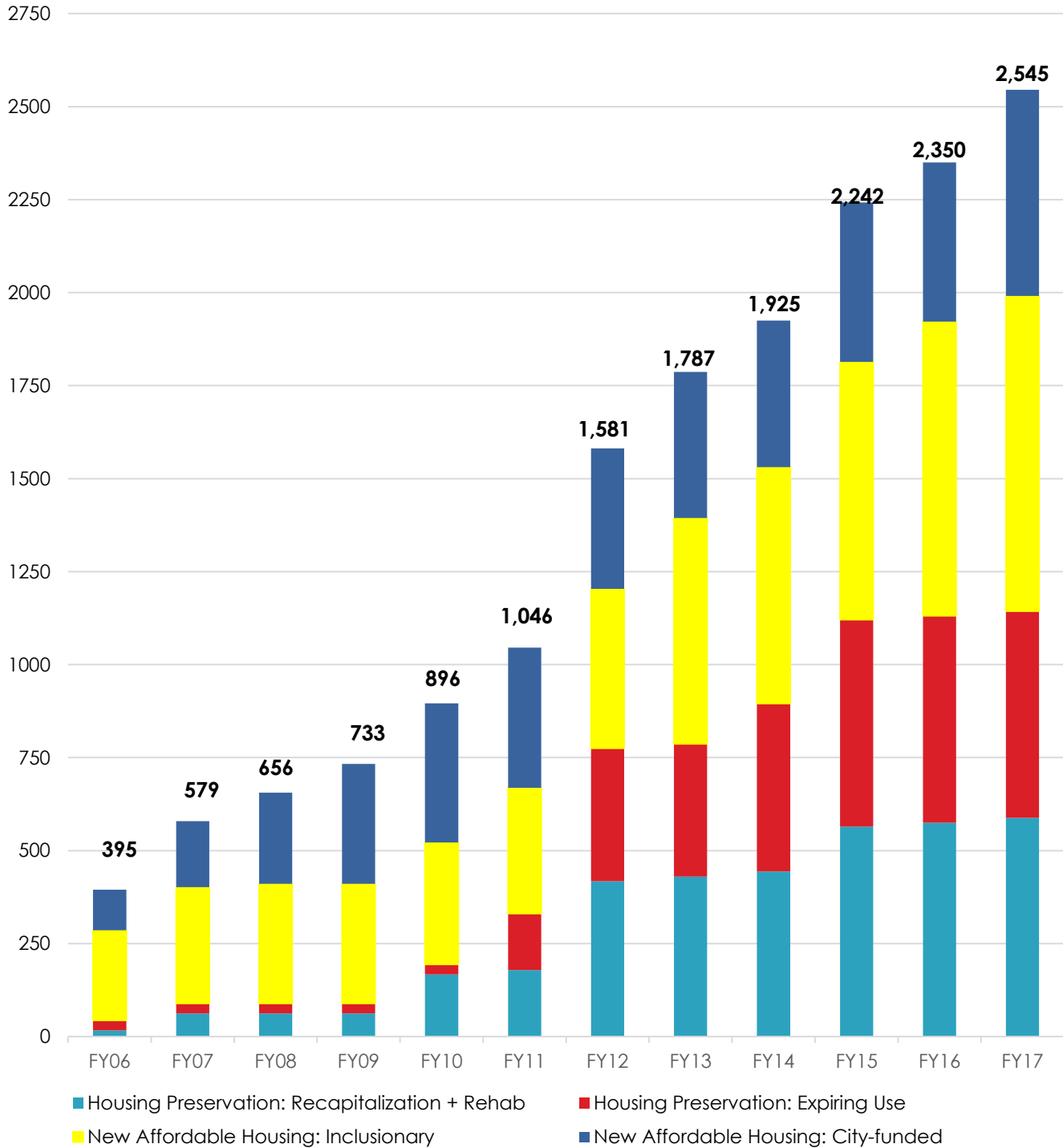


% ZERO-VEHICLE HOUSEHOLDS INCREASED



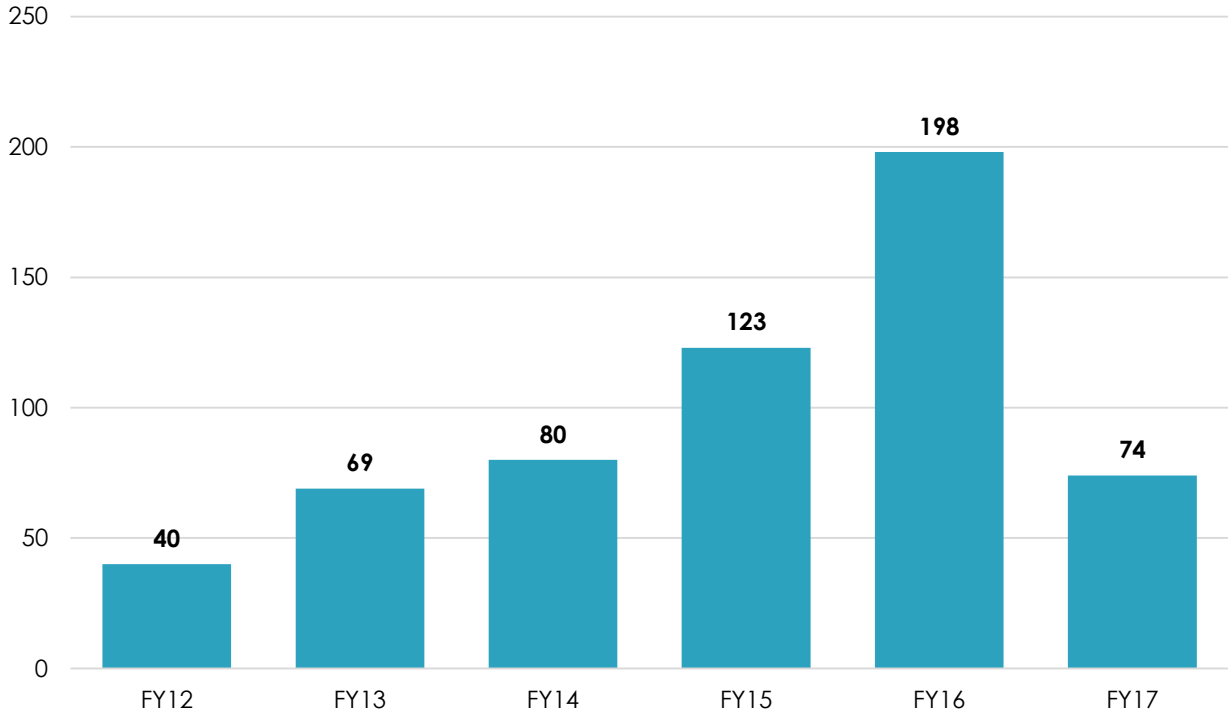
BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

**AFFORDABLE HOUSING PRESERVATION AND PRODUCTION SUMMARY
(TOTAL CUMULATIVE UNITS)**

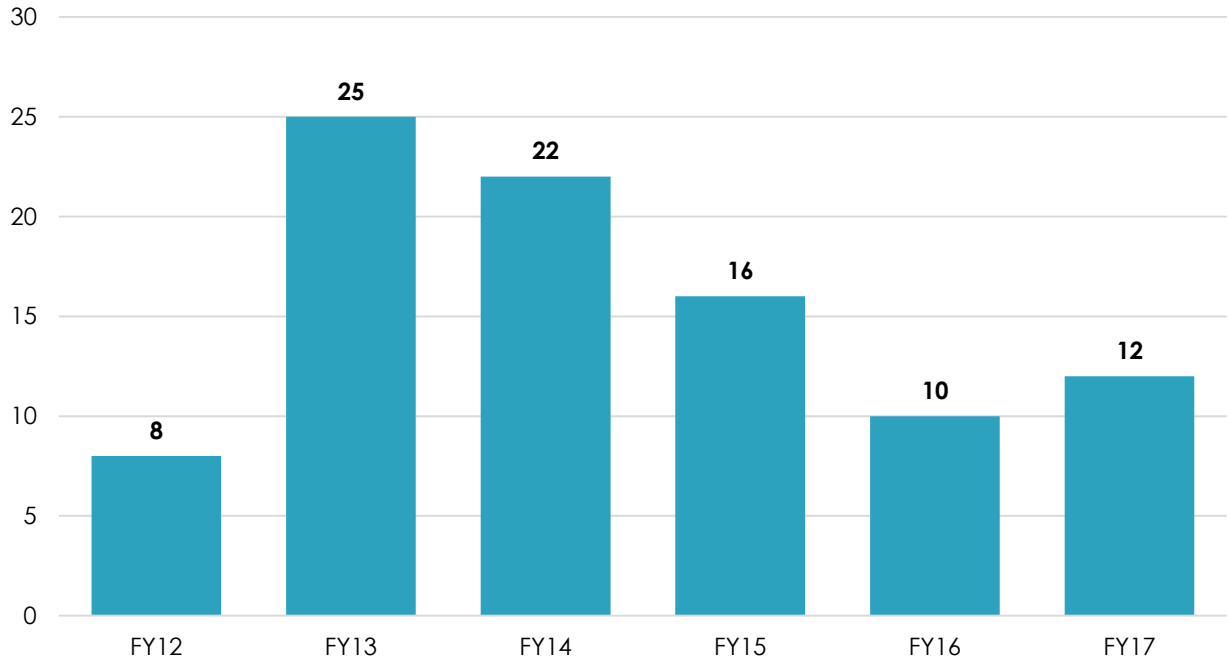


BENCHMARKS - COMMUNITY MAINTENANCE AND DEVELOPMENT

NEW APPLICANTS HOUSED - INCLUSIONARY RENTAL HOUSING



PURCHASERS OF CITY-ASSISTED AFFORDABLE HOMES



BENCHMARKS - HUMAN RESOURCE DEVELOPMENT

FY17 REGIONAL LIBRARY USE

| LOCATION | ANNUAL HOURS (ALL LOCATIONS) | PROGRAM ATTENDANCE | CIRCULATION | CIRC. PER CAPITA | FY17 COST PER HOUR OPEN | BORROWED FROM OTHER LIBRARIES | LENT TO OTHER LIBRARIES |
|------------------|------------------------------|--------------------|------------------|------------------|-------------------------|-------------------------------|-------------------------|
| Arlington | 4,591 | 31,406 | 730,809 | 18 | \$575.02 | 89,078 | 53,863 |
| Brookline | 7,866 | 36,205 | 1,120,519 | 21 | \$537.71 | 153,234 | 125,285 |
| Cambridge | 12,699 | 85,384 | 1,620,659 | 16 | \$796.32 | 196,013 | 128,883 |
| Lexington | 3,117 | 21,007 | 824,386 | 27 | \$891.88 | 92,825 | 72,704 |
| Newton | 3,357 | 54,410 | 1,633,245 | 21 | \$1,794.03 | 154,817 | 185,265 |
| Quincy | 6,965 | 32,578 | 781,973 | 9 | \$485.61 | 41,702 | 32,812 |
| Somerville | 7,789 | 19,553 | 344,181 | 5 | \$284.99 | 61,994 | 34,748 |
| Waltham | 3,344 | 15,402 | 384,126 | 7 | \$813.39 | 46,565 | 48,483 |
| Watertown | 3,459 | 25,591 | 640,764 | 20 | \$828.83 | 69,435 | 54,032 |
| Wellesley | 5,996 | 36,452 | 760,434 | 30 | \$469.78 | 61,533 | 114,259 |
| Worcester | 12,263 | 27,392 | 939,816 | 6 | \$548.61 | 55,736 | 78,806 |
| AVERAGE | 6,495 | 35,035 | 889,174 | 16 | 730 | 92,994 | 84,467 |

HUMAN SERVICE PROGRAM STATS

- Each year, nearly 800 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 178 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 58 individual programs from 25 organizations that work to create and enhance systems to meet the needs of the City’s homeless population.
- Each year, the Center for Families serves over 750 families with children under the age of eight who participate in strength-based parent education, parent/child literacy activities and other programming that support families in reaching their full potential. Families receive intensive parent support through the Baby University Program each year, where 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 150 parents participate each year as program alumni in ongoing home visits, workshops, field trips and family events.

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 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 | 5 | 4 | 4 | 0 |
| Vital Records Supervisor | 1 | 1 | 1 | 0 |
| TOTAL | 10 | 9 | 9 | 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 | 0 | 0 | 0 |
| Assistant Director | 1 | 1 | 1 | 0 |
| Election Commissioner | 4 | 4 | 4 | 0 |
| Executive Director | 1 | 1 | 1 | 0 |
| Operations Manager | 0 | 1 | 1 | 0 |
| Senior Clerk & Typist | 2 | 2 | 2 | 0 |
| TOTAL | 9 | 9 | 9 | 0 |
| EXECUTIVE | | | | |
| Affirmative Action Director | 1 | 0 | 0 | 0 |
| Assistant to City Manager | 1 | 1 | 1 | 0 |
| City Manager | 1 | 1 | 1 | 0 |
| Communications & Community Relations Director | 1 | 1 | 1 | 0 |
| Customer Relationship Program Manager | 0 | 0 | 1 | 1 |
| Deputy City Manager | 1 | 1 | 1 | 0 |
| Director of Equity and Inclusion | 0 | 1 | 1 | 0 |
| Domestic & Gender-Based Violence Prevention Coordinator | 1 | 1 | 1 | 0 |
| Executive Assistant to City Manager | 1 | 2 | 2 | 0 |
| Housing Ombudsman | 0 | 0 | 1 | 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 | 12 | 14 | 2 |
| FINANCE | | | | |
| Administration - Administrative Assistant to Finance Director | 1 | 0 | 0 | 0 |
| 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 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|----------------------|----------------------|----------------------|-----------------------|
| Assessing - Commercial Appraiser | 1 | 1 | 1 | 0 |
| Assessing - Commercial Assessor | 1 | 1 | 1 | 0 |
| Assessing - Customer Service Representative/Deed Specialist | 1 | 1 | 1 | 0 |
| Assessing - Customer Service Supervisor | 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 Director | 1 | 1 | 1 | 0 |
| Budget - Principal Budget Analyst | 4 | 4 | 4 | 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 | 1 | 1 | 1 | 0 |
| IT - Building Security Engineer | 1 | 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 | 1 | 1 | 0 | -1 |
| IT - Database Administrator | 1 | 1 | 1 | 0 |
| IT - Enterprise Applications Specialist | 1 | 1 | 2 | 1 |
| 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 - Senior Programmer/System Analyst | 1 | 1 | 1 | 0 |
| IT - Systems Administration Manager | 0 | 1 | 1 | 0 |
| IT - Systems Administrator | 4 | 3 | 3 | 0 |
| IT - Technical Support Specialist | 5 | 5 | 5 | 0 |
| IT - Technical Support Supervisor | 1 | 1 | 1 | 0 |
| IT - Technology Training Coordinator | 0 | 1 | 1 | 0 |
| IT - Web Content Specialist | 1 | 1 | 1 | 0 |
| IT - Web Designer | 0 | 1 | 1 | 0 |
| IT - Web Developer | 1 | 1 | 1 | 0 |
| IT - Web Manager | 1 | 1 | 1 | 0 |
| Personnel - Account Coordinator | 1 | 1 | 1 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Personnel - Administrative Assistant | 1 | 1 | 1 | 0 |
| 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 | 1 | 1 | 0 |
| Personnel - Employee Benefits Services Representative | 1 | 1 | 1 | 0 |
| Personnel - Employment Assistant | 1 | 0 | 0 | 0 |
| Personnel - Employment Resource Specialist | 1 | 1 | 1 | 0 |
| Personnel - Labor Services Analyst | 1 | 1 | 1 | 0 |
| Personnel - Personnel Director | 1 | 1 | 1 | 0 |
| Personnel - Personnel Specialist | 1 | 1 | 1 | 0 |
| Personnel - Training & Staff Development Manager | 1 | 1 | 1 | 0 |
| Personnel - Workers' Compensation Claims Manager | 1 | 1 | 1 | 0 |
| Purchasing - Administrative Assistant | 1 | 1 | 1 | 0 |
| Purchasing - Assistant Purchasing Agent | 2 | 2 | 2 | 0 |
| Purchasing - Buyer | 3 | 3 | 3 | 0 |
| Purchasing - Construction & Sustainability Specialist | 0 | 1 | 1 | 0 |
| Purchasing - Purchasing Agent | 1 | 1 | 1 | 0 |
| Revenue - Administrative Assistant | 2 | 2 | 2 | 0 |
| Revenue - Assistant Finance Director | 1 | 1 | 1 | 0 |
| Revenue - Cashier Coordinator | 1 | 1 | 1 | 0 |
| Revenue - Customer Service Supervisor | 1 | 1 | 1 | 0 |
| Revenue - Customer Service Supervisor & Tax Title Liaison | 1 | 1 | 1 | 0 |
| Revenue - Finance Revenue Analyst | 0 | 0 | 1 | 1 |
| Revenue - Manager of Collections | 1 | 1 | 1 | 0 |
| Revenue - Senior Account Clerk | 1 | 1 | 1 | 0 |
| Treasury - Business Production Analyst/Project Manager | 1 | 1 | 1 | 0 |
| Treasury - Cash Reconciliation Analyst | 1 | 1 | 1 | 0 |
| Treasury - Director of Payroll | 1 | 1 | 1 | 0 |
| Treasury - Project/Cash Manager | 1 | 1 | 1 | 0 |
| Treasury - Revenue Analyst | 0 | 1 | 0 | -1 |
| Treasury - Senior Account Clerk | 2 | 2 | 2 | 0 |
| TOTAL | 94 | 97 | 97 | 0 |
| 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 | 6 | 6 | 0 |
| City Solicitor | 1 | 1 | 1 | 0 |
| Deputy City Solicitor | 1 | 1 | 1 | 0 |
| First Assistant City Solicitor | 1 | 1 | 1 | 0 |
| Office Manager | 1 | 1 | 1 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Public Records Access Officer | 0 | 1 | 1 | 0 |
| TOTAL | 11 | 13 | 13 | 0 |
| MAYOR | | | | |
| Assistant to Mayor | 1 | 0 | 1 | 1 |
| Chief of Staff | 1 | 1 | 1 | 0 |
| Deputy Chief of Staff | 0 | 0 | 1 | 1 |
| Director of Constituent Services | 1 | 1 | 1 | 0 |
| Education Liaison | 1 | 1 | 1 | 0 |
| Executive Assistant to the Mayor | 1 | 1 | 1 | 0 |
| Housing Advisor | 1 | 0 | 0 | 0 |
| TOTAL | 6 | 4 | 6 | 2 |
| PUBLIC CELEBRATIONS | | | | |
| Arts Council Director | 1 | 1 | 1 | 0 |
| Community Arts Administrator | 0 | 1 | 1 | 0 |
| Community Arts Director | 1 | 1 | 1 | 0 |
| Public Arts Administrator | 1 | 1 | 1 | 0 |
| Public Arts Programming Director | 1 | 1 | 1 | 0 |
| TOTAL | 4 | 5 | 5 | 0 |
| PUBLIC SAFETY | | | | |
| ANIMAL COMMISSION | | | | |
| Animal Commission Director | 1 | 1 | 1 | 0 |
| Animal Control Officer | 2 | 3 | 2 | -1 |
| Animal Control Program Administrator | 0 | 0 | 1 | 1 |
| TOTAL | 3 | 4 | 4 | 0 |
| ELECTRICAL | | | | |
| Administrative Assistant | 1 | 1 | 1 | 0 |
| Assistant City Electrician | 1 | 1 | 1 | 0 |
| City Electrician | 1 | 1 | 1 | 0 |
| Electrician | 8 | 8 | 8 | 0 |
| Electrician Coordinator | 2 | 2 | 2 | 0 |
| Senior Electrical Manager | 1 | 1 | 1 | 0 |
| TOTAL | 14 | 14 | 14 | 0 |
| EMERGENCY COMMUNICATIONS | | | | |
| Administrative Assistant | 1 | 1 | 0 | -1 |
| Administrative Coordinator | 0 | 0 | 1 | 1 |
| Application & Database Manager | 1 | 1 | 1 | 0 |
| Assistant Director of Public Safety IT | 0 | 1 | 1 | 0 |
| Assistant Director of Training & Administration | 1 | 1 | 1 | 0 |
| Chief of Operations | 1 | 1 | 1 | 0 |
| Emergency Communications Director | 1 | 1 | 1 | 0 |
| Emergency Communications Supervisor | 7 | 7 | 7 | 0 |
| Emergency Telecommunications Dispatcher | 28 | 28 | 28 | 0 |
| Enterprise Applications Specialist | 0 | 0 | 1 | 1 |
| Fire Alarm Operator | 1 | 1 | 1 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Infrastructure Manager | 0 | 1 | 1 | 0 |
| Manager of Public Safety Technical Support | 0 | 1 | 1 | 0 |
| Public Safety Technical Support Specialist | 0 | 2 | 2 | 0 |
| Radio Telecommunications Manager | 0 | 1 | 1 | 0 |
| Radio Telecommunications Senior Systems Administrator | 0 | 1 | 1 | 0 |
| Systems Administrator | 0 | 1 | 1 | 0 |
| Technical Support Specialist | 1 | 1 | 1 | 0 |
| TOTAL | 42 | 50 | 51 | 1 |
| FIRE | | | | |
| Administrative Assistant | 2 | 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 | 1 | 1 | 1 | 0 |
| Radio/IT Manager | 1 | 0 | 0 | 0 |
| System Administrator | 1 | 0 | 0 | 0 |
| TOTAL | 285 | 283 | 283 | 0 |
| INSPECTIONAL SERVICES | | | | |
| Administrative Assistant | 5 | 5 | 5 | 0 |
| Assistant Commissioner | 1 | 1 | 1 | 0 |
| Building Inspector | 5 | 5 | 6 | 1 |
| Code Inspector | 1 | 1 | 1 | 0 |
| Commissioner | 1 | 1 | 1 | 0 |
| Deputy Commissioner | 1 | 0 | 0 | 0 |
| Manager of ISD Operations | 0 | 1 | 1 | 0 |
| Plumbing & Gas Inspector | 2 | 2 | 2 | 0 |
| Records Coordinator | 1 | 1 | 1 | 0 |
| Sanitary/Housing Inspector | 7 | 7 | 6 | -1 |
| Senior Building Inspector | 1 | 1 | 1 | 0 |
| Wire Inspector | 2 | 2 | 2 | 0 |
| Zoning Specialist | 1 | 1 | 1 | 0 |
| TOTAL | 28 | 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 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|--|-------------------------|-------------------------|-------------------------|--------------------------|
| Executive Director | 1 | 1 | 1 | 0 |
| License Commission Chair | 1 | 1 | 1 | 0 |
| Office Manager | 1 | 1 | 1 | 0 |
| TOTAL | 10 | 10 | 10 | 0 |
| POLICE | | | | |
| Account Clerk | 1 | 1 | 1 | 0 |
| Assistant Fiscal Director | 1 | 1 | 1 | 0 |
| Assistant Fleet Manager | 1 | 1 | 1 | 0 |
| Chief Administrative Officer | 1 | 1 | 1 | 0 |
| Child Psychologist | 0 | 0 | 1 | 1 |
| Clerk | 5 | 5 | 5 | 0 |
| Crime Analyst | 2 | 2 | 2 | 0 |
| Deputy Superintendent | 6 | 6 | 7 | 1 |
| 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 |
| Fleet Manager | 1 | 1 | 1 | 0 |
| Forensic Identification Specialist | 1 | 1 | 1 | 0 |
| Information System Manager | 1 | 0 | 0 | 0 |
| Information System Specialist | 1 | 0 | 0 | 0 |
| 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 | 1 | 1 | 1 | 0 |
| Police Officer | 218 | 218 | 221 | 3 |
| 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 |
| Social Worker | 0 | 0 | 1 | 1 |
| Special Legal Assistant | 1 | 1 | 1 | 0 |
| Strategic Analysis Coordinator | 1 | 1 | 1 | 0 |
| Student Intern | 3 | 3 | 3 | 0 |
| System Administrator | 1 | 0 | 0 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Training Coordinator | 1 | 1 | 1 | 0 |
| TOTAL | 319 | 316 | 322 | 6 |
| TRAFFIC PARKING & TRANSPORTATION | | | | |
| Administrative Assistant | 2 | 3 | 3 | 0 |
| Administrative Hearings Officer | 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 |
| Assistant Parking Services Manager for Systems | 1 | 1 | 1 | 0 |
| Communications Manager | 0 | 0 | 1 | 1 |
| Director of Traffic, Parking & Transportation | 1 | 1 | 1 | 0 |
| Engineering Manager | 1 | 1 | 1 | 0 |
| Engineering Technician | 0 | 1 | 1 | 0 |
| 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 | 1 | 1 | 0 |
| 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 | 5 | 6 | 1 |
| Personnel Analyst | 1 | 0 | 0 | 0 |
| Project Manager | 1 | 1 | 0 | -1 |
| Senior Storekeeper | 1 | 1 | 1 | 0 |
| Street Permit Coordinator | 1 | 1 | 1 | 0 |
| Technology Project Manager | 0 | 0 | 1 | 1 |
| 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 | 83 | 85 | 2 |
| 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 |
| Videotape Editor | 1 | 1 | 1 | 0 |
| TOTAL | 5 | 5 | 5 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|--|----------------------|----------------------|----------------------|-----------------------|
| COMMUNITY DEVELOPMENT | | | | |
| Administrative Assistant | 4 | 4 | 4 | 0 |
| Assistant City Manager for Community Development | 1 | 1 | 1 | 0 |
| Assistant Planner | 5 | 5 | 5 | 0 |
| Associate Planner | 7 | 10 | 10 | 0 |
| Business Production Analyst | 0 | 1 | 1 | 0 |
| Chief Fiscal Officer | 1 | 1 | 1 | 0 |
| Chief of Policy & Planning | 1 | 0 | 0 | 0 |
| Communications Manager | 0 | 0 | 1 | 1 |
| Community Energy Outreach Manager | 1 | 1 | 1 | 0 |
| Deputy Director | 0 | 2 | 2 | 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 | 1 | 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 Planner | 17 | 14 | 14 | 0 |
| Receptionist | 1 | 1 | 1 | 0 |
| Senior Account Clerk | 1 | 1 | 1 | 0 |
| Senior Manager Zoning & Development | 0 | 1 | 1 | 0 |
| Senior Planning Information Manager | 0 | 1 | 3 | 2 |
| Sustainability Planner | 1 | 1 | 1 | 0 |
| Urban Designer | 0 | 1 | 1 | 0 |
| TOTAL | 49 | 54 | 57 | 3 |
| 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 |
| Survey Director | 0 | 0 | 1 | 1 |
| TOTAL | 5 | 5 | 6 | 1 |
| 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 | 1 | 1 | 1 | 0 |
| Admin. - Assistant Commissioner for Administration | 1 | 1 | 1 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Admin. - Commissioner of Public Works | 1 | 1 | 1 | 0 |
| Admin. - Community Relations Manager | 1 | 1 | 1 | 0 |
| 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 | 2 | 2 | 3 | 1 |
| Buildings - Administrative Assistant | 1 | 1 | 1 | 0 |
| Buildings - Building Maintenance Craftsperson | 1 | 1 | 0 | -1 |
| Buildings - Buildings Services Manager | 1 | 1 | 1 | 0 |
| Buildings - Carpenter | 3 | 3 | 3 | 0 |
| Buildings - Facilities Manager | 1 | 1 | 1 | 0 |
| Buildings - HVAC Technician | 2 | 3 | 3 | 0 |
| Buildings - Laborer | 9 | 8 | 10 | 2 |
| Buildings - Painter | 2 | 2 | 2 | 0 |
| Buildings - Plumber | 2 | 2 | 2 | 0 |
| Buildings - Project Administrator | 0 | 0 | 1 | 1 |
| Buildings - Project Manager | 0 | 0 | 1 | 1 |
| Buildings - Projects Coordinator | 0 | 1 | 1 | 0 |
| Buildings - Senior Laborer | 10 | 10 | 8 | -2 |
| Buildings - Superintendent of Buildings | 1 | 1 | 1 | 0 |
| Buildings - Supervisor | 1 | 1 | 1 | 0 |
| Buildings - Supervisor of Building Services | 1 | 1 | 1 | 0 |
| Buildings - Supervisor of Building Systems | 1 | 1 | 1 | 0 |
| Buildings - Working Foreperson | 5 | 5 | 6 | 1 |
| 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 | 2 | 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 | 4 | 1 |
| Engineering - GIS Specialist | 1 | 1 | 1 | 0 |
| Engineering - Project Administrator | 1 | 1 | 1 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Engineering - Project Manager | 3 | 3 | 3 | 0 |
| Engineering - Senior Engineer | 2 | 2 | 2 | 0 |
| Engineering - Sewer Use Compliance Officer | 1 | 1 | 1 | 0 |
| 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 | 2 | 1 |
| 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 - Forestry Worker | 2 | 2 | 0 | -2 |
| 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 | 3 | -1 |
| Parks - Painter | 1 | 1 | 0 | -1 |
| Parks - Parks Maintenance Craftsperson | 9 | 9 | 10 | 1 |
| Parks - Project Administrator | 1 | 1 | 1 | 0 |
| Parks - Superintendent of Parks | 1 | 1 | 1 | 0 |
| Parks - Supervisor | 4 | 4 | 3 | -1 |
| Parks - Tree Climber | 2 | 2 | 0 | -2 |
| Parks - Working Foreperson | 3 | 3 | 3 | 0 |
| Parks - Working Supervisor | 3 | 3 | 1 | -2 |
| Recycling - Compliance Officer | 1 | 1 | 1 | 0 |
| Recycling - Director of Recycling | 1 | 1 | 1 | 0 |
| Recycling - Recycling Program Manager | 1 | 1 | 1 | 0 |
| Recycling - Refuse & Parks Inspector | 1 | 1 | 1 | 0 |
| Recycling - Waste Reduction Program Manager | 1 | 1 | 1 | 0 |
| Rubbish - Environmental Services Manager | 1 | 1 | 1 | 0 |
| Rubbish - Laborer | 9 | 8 | 7 | -1 |
| Rubbish - Motor Equipment Operator | 11 | 15 | 17 | 2 |
| 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 | 0 | -1 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|--|-------------------------|-------------------------|-------------------------|--------------------------|
| Streets - Highway Maintenance Worker | 6 | 6 | 6 | 0 |
| Streets - Laborer | 11 | 12 | 9 | -3 |
| Streets - Motor Equipment Operator | 16 | 16 | 18 | 2 |
| 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 | 2 | 2 | 3 | 1 |
| Urban Forestry - City Arborist | 1 | 2 | 2 | 0 |
| Urban Forestry - Forestry Worker | 0 | 0 | 2 | 2 |
| Urban Forestry - Motor Equipment Operator | 0 | 0 | 1 | 1 |
| Urban Forestry - Supervisor | 0 | 0 | 1 | 1 |
| Urban Forestry - Tree Climber | 0 | 0 | 2 | 2 |
| Urban Forestry - Working Supervisor | 0 | 0 | 2 | 2 |
| Vehicles - Inventory Control Specialist | 1 | 1 | 0 | -1 |
| Vehicles - Master Mechanic | 1 | 1 | 1 | 0 |
| Vehicles - Motor Equipment Repairperson | 5 | 5 | 5 | 0 |
| Vehicles - Working Foreperson | 1 | 1 | 1 | 0 |
| TOTAL | 222 | 228 | 232 | 4 |
| 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 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Reservoir System Manager | 1 | 1 | 1 | 0 |
| Water Quality Supervisor | 3 | 3 | 3 | 0 |
| Water System Maintenance Craftsperson | 8 | 8 | 8 | 0 |
| Watershed Manager | 1 | 1 | 1 | 0 |
| Watershed Supervisor | 1 | 1 | 1 | 0 |
| Working Supervisor | 5 | 5 | 5 | 0 |
| TOTAL | 55 | 55 | 55 | 0 |
| 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. - Family Support Worker | 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 | 1 | 1 | 1 | 0 |
| Admin. - Family Policy Council Executive Director | 1 | 1 | 1 | 0 |
| Admin. - Find It! Manager | 1 | 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 | 1 | 1 | 1 | 0 |
| Admin. - Personnel Administrator & Fuel Director | 1 | 1 | 1 | 0 |
| Admin. - Preschool Director/Windsor | 1 | 1 | 1 | 0 |
| Admin. - Preschool Teacher | 7 | 7 | 7 | 0 |
| Admin. - Program Quality Specialist | 1 | 1 | 2 | 1 |
| Admin. - Project Coordinator | 1 | 1 | 1 | 0 |
| Admin. - Senior Account Clerk | 3 | 3 | 3 | 0 |
| Admin. - Systems Coordinator | 1 | 1 | 1 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|---|-------------------------|-------------------------|-------------------------|--------------------------|
| Admin. - STEAM Coordinator | 1 | 1 | 1 | 0 |
| Admin. - STEAM Quality Coordinator | 0 | 0 | 1 | 1 |
| Childcare - Afterschool Manager | 0 | 1 | 1 | 0 |
| 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 |
| 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 | 3 | 3 | 0 |
| 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 | 1 | 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 Counseling Coordinator | 0 | 0 | 1 | 1 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|--|-------------------------|-------------------------|-------------------------|--------------------------|
| OWD - Career Counselor | 2 | 2 | 1 | -1 |
| 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 | 0 | -1 |
| 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 |
| OWD - Senior Youth Programs Manager | 1 | 1 | 1 | 0 |
| OWD - Transitional Jobs Coordinator | 1 | 1 | 1 | 0 |
| OWD - Youth Services Specialist | 0 | 0 | 1 | 1 |
| 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 | 1 | 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 | 1 | 1 | 0 |
| Recreation - Recreation Activities Coordinator | 1 | 1 | 1 | 0 |
| Youth - Division Head | 1 | 1 | 1 | 0 |
| Youth - Middle School Program Coordinator | 1 | 1 | 1 | 0 |
| Youth - Middle School Youth Connector | 0 | 0 | 1 | 1 |
| 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 | 155 | 160 | 163 | 3 |
| LIBRARY | | | | |
| Administrative Assistant | 1 | 0 | 0 | 0 |
| Assistant Director | 1 | 1 | 1 | 0 |
| Associate Librarian | 2 | 0 | 1 | 1 |
| Branch Manager | 5 | 5 | 5 | 0 |
| Building Custodian | 3 | 3 | 3 | 0 |
| Communications Manager | 1 | 1 | 1 | 0 |
| Deputy Director | 1 | 1 | 1 | 0 |
| Director of Library & Communications | 1 | 1 | 1 | 0 |
| Executive Assistant | 2 | 2 | 2 | 0 |
| Facilities Manager | 1 | 1 | 1 | 0 |
| Graphic Designer | 1 | 1 | 1 | 0 |
| Library Assistant | 9 | 8 | 8 | 0 |
| Library Associate | 6 | 5 | 5 | 0 |

POSITION LIST

| | FY17 STAFF POSITIONS | FY18 STAFF POSITIONS | FY19 STAFF POSITIONS | FY19 TO FY18 VARIANCE |
|--|-------------------------|-------------------------|-------------------------|--------------------------|
| Library Clerk | 2 | 2 | 2 | 0 |
| Literacy Specialist | 1 | 1 | 1 | 0 |
| Manager of Adult Services | 1 | 2 | 1 | -1 |
| Manager of Borrower Services | 1 | 1 | 1 | 0 |
| Manager of Branch Services | 0 | 1 | 1 | 0 |
| Manager of Collection Curriculum | 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 | 1 | 1 | 0 |
| Program & Event Coordinator | 0 | 1 | 1 | 0 |
| Senior Building Custodian | 1 | 1 | 1 | 0 |
| Senior Librarian | 8 | 8 | 8 | 0 |
| Senior Technician | 2 | 2 | 2 | 0 |
| Staff Librarian | 15 | 17 | 17 | 0 |
| Systems Coordinator | 1 | 1 | 1 | 0 |
| TOTAL | 68 | 69 | 70 | 1 |
| VETERANS' SERVICES | | | | |
| Director | 1 | 1 | 1 | 0 |
| Manager of Veterans' Benefits & Services | 1 | 1 | 1 | 0 |
| TOTAL | 2 | 2 | 2 | 0 |
| GRAND TOTAL | 1,499 | 1,525 | 1,550 | 25 |

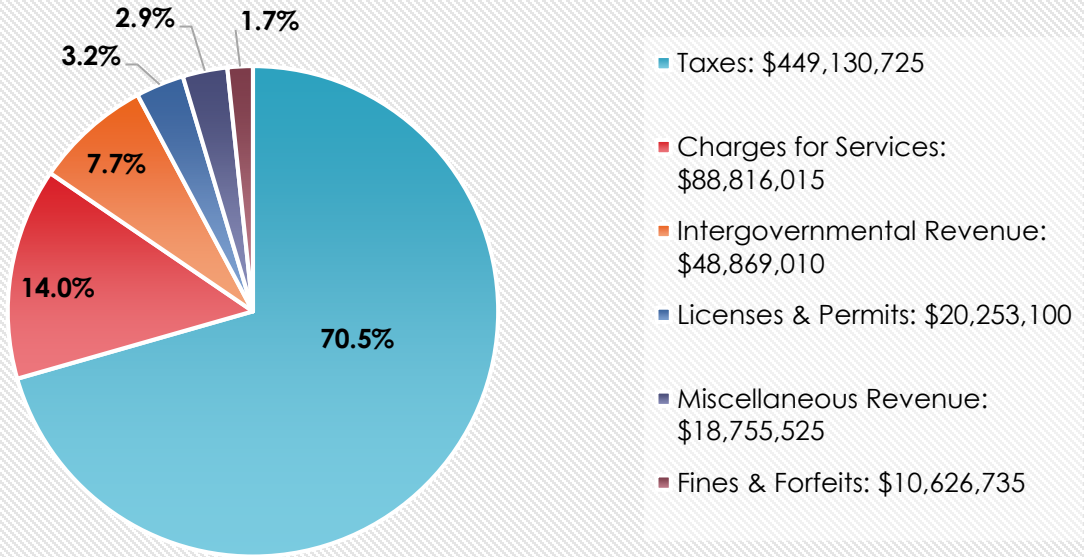
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SECTION III

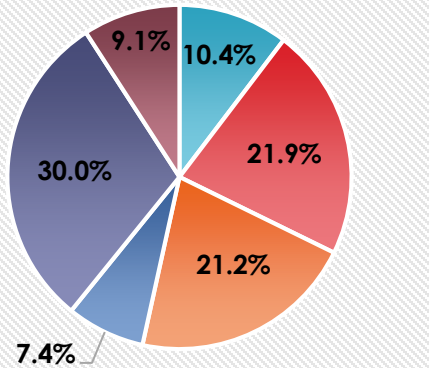
FINANCIAL SUMMARIES

FINANCIAL SUMMARIES - FY19 OPERATING BUDGET

FY19 REVENUES BY CATEGORY: \$636,451,110

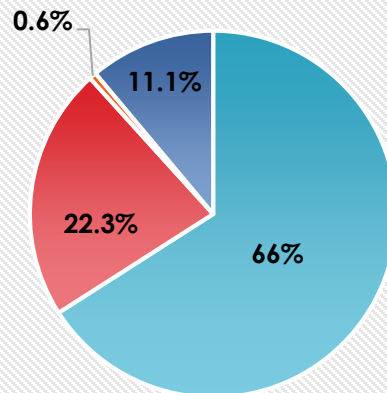


FY19 EXPENDITURES BY FUNCTION: \$636,451,110



- General Government: \$65,880,850
- Public Safety: \$139,391,205
- Community Maint. & Dev.: \$134,952,840
- Human Resource Development: \$46,940,590
- Education: \$191,069,505
- Intergovernmental: \$58,216,120

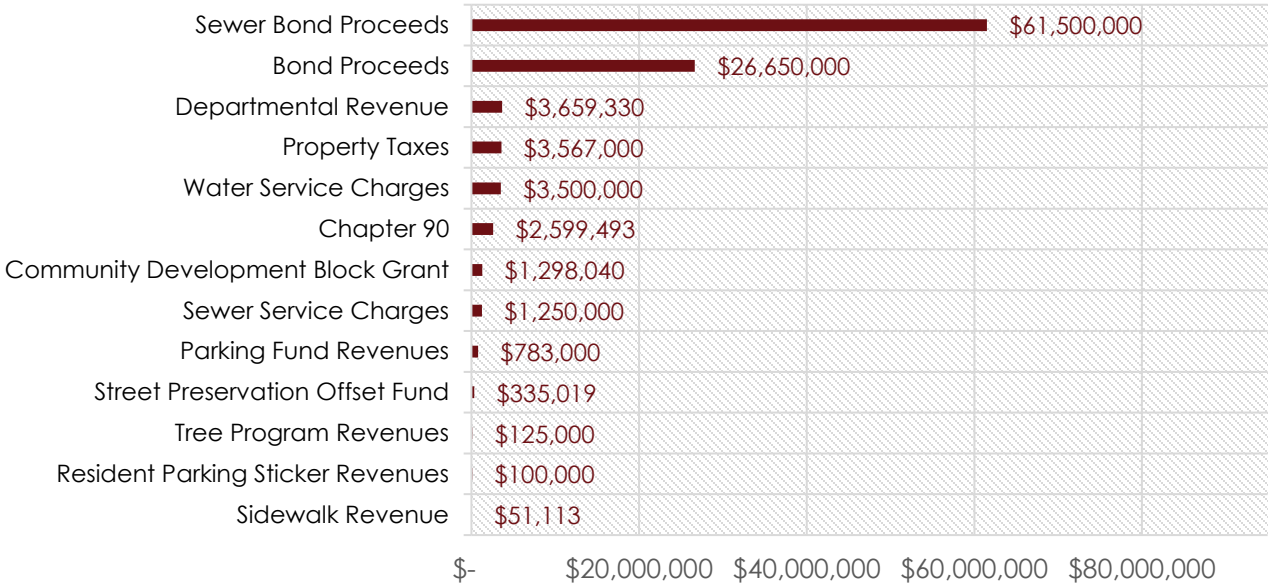
FY19 EXPENDITURES BY STATUTORY CATEGORY: \$636,451,110



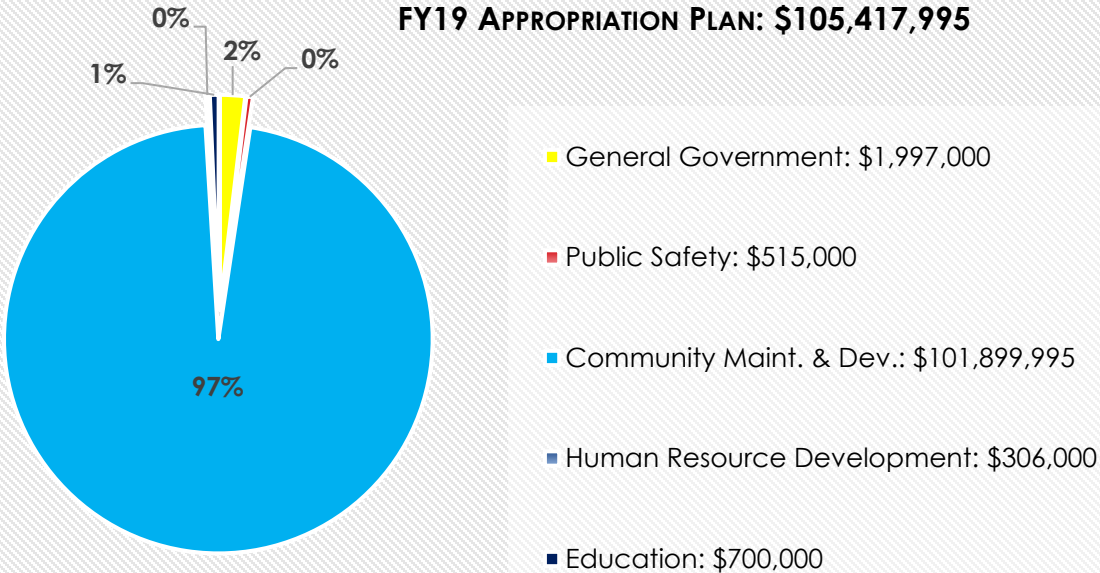
- Salaries & Wages: \$419,779,345
- Other Ordinary Maintenance: \$142,050,950
- Travel & Training: \$4,043,580
- Extraordinary Expenditures: \$70,577,235

FINANCIAL SUMMARIES - FY19 PUBLIC INVESTMENT BUDGET

FY19 FINANCING PLAN BY SOURCE: \$105,417,995



FY19 APPROPRIATION PLAN: \$105,417,995



BUDGET CALENDAR

| | |
|--|---|
| <p>DECEMBER 12, 2017</p> | <p>Budget Kickoff Meeting. City Manager briefs department heads and fiscal staff on FY19 budget guidelines.</p> |
| <p>JANUARY 2018 THROUGH 1 WEEK BEFORE DEPARTMENT HEARING</p> | <p>Departments review and update budget materials:</p> <ul style="list-style-type: none"> • Personnel analysis sheets • FY18 revenue and expenditure projections and FY19 requests • Budget presentation templates • FY19 budget narratives • Goals and FY17 actuals, FY18 projections, and FY19 targets for performance measures <p>All supporting documentation must be submitted to Budget Analyst for preliminary review.</p> |
| <p>JANUARY 16, 2018 THROUGH MARCH 2, 2018</p> | <p>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.</p> |
| <p>JANUARY 17, 2018</p> | <p>Deadline for Capital submissions to the Budget Office.</p> |
| <p>MARCH 12, 2018</p> | <p>Deadline for submission of Key Initiatives and Benchmarks to Budget Office.</p> |
| <p>APRIL 23, 2018</p> | <p>City Manager submits Budget to the City Council.</p> |
| <p>MAY 1, 2018 THROUGH MAY 9, 2018</p> | <p>City Council’s Committee on Finance Budget Hearings.</p> |
| <p>MAY 21, 2018</p> | <p>Projected budget adoption.</p> |
| <p>JUNE 4, 2018</p> | <p>Deadline for City Council adoption of FY19 Budget.</p> |
| <p>JUNE 25, 2018</p> | <p>City Manager’s transmittal of chart of accounts and allotment plan (based on departmental work plans) to City Auditor for execution.</p> |
| <p>JULY 1, 2018</p> | <p>First day of FY19. Begin execution of FY19 allotment plans.</p> |

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 FY19 was initiated in November 2017. 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 FY19 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 FY19 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 ensure the City's budget allocates resources responsibly and responsively.

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 FY19 Budget to the City Council on April 23, 2018.

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 1-9, 2018. 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 4). The City Council is projected to adopt the FY19 Budget on May 21, 2018. The annual budget for FY19 becomes effective July 1, 2018.

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

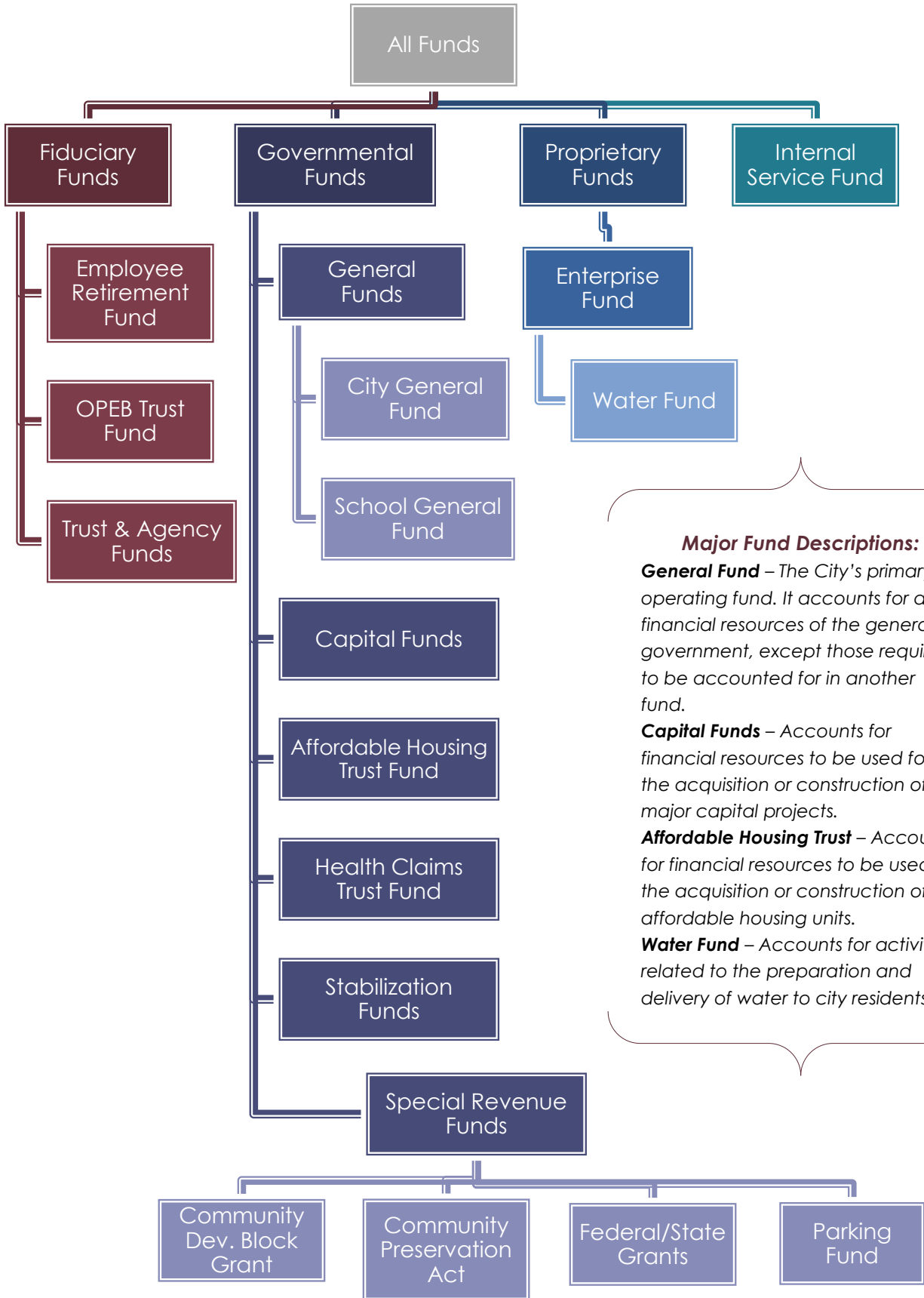
The City prepares its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

- 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, 2017.

| | REVENUES | EXPENDITURES | OTHER FINANCING SOURCES (USES), NET |
|--|----------------------|----------------------|-------------------------------------|
| AS REPORTED ON A BUDGETARY BASIS | \$555,152,523 | \$547,750,904 | \$305,004 |
| Adjustments: | | | |
| Revenues to Modified Accrual Basis | \$10,716,292 | (\$11,586,632) | \$0 |
| Expenditures, Encumbrances, and Accruals (Net) | \$0 | | \$0 |
| On Behalf Contribution for Teachers Pension | \$26,729,078 | \$26,729,078 | \$0 |
| Reclassifications: | | | |
| Premium on Debt Issuance | \$0 | \$0 | \$3,046,706 |
| Transfers Not Reported on a Budgetary/GAAP Basis | \$0 | \$0 | (\$1,192,005) |
| AS REPORTED ON AN ACCOUNTING BASIS (GAAP) | \$592,597,893 | \$562,893,350 | \$2,159,705 |

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 FY19 Budget Appropriation by Fund.

| CAPITAL FUND | |
|---|----------------------|
| Bonded Projects | \$88,150,000 |
| Non-bonded Projects | \$17,267,995 |
| TOTAL CAPITAL FUND | \$105,417,995 |
| GENERAL FUND | |
| Direct General Fund | \$584,191,600 |
| City Debt Stabilization Fund Transfer | \$3,500,000 |
| Community Development Block Grant Fund Transfer | \$1,077,090 |
| Health Claims Trust Fund Transfer | \$11,500,000 |
| Parking Fund Transfer | \$22,208,565 |
| TOTAL GENERAL FUND | \$622,477,255 |
| WATER FUND | |
| TOTAL WATER FUND | \$13,973,855 |
| TOTAL BUDGET APPROPRIATED FUNDS | \$741,869,105 |

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 - Cultural Investment Portfolio (\$14,900).** This state grant is used to provide general administrative and programming support. (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 (\$13,614).** 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 - Highway Safety Traffic Enforcement Grant (\$13,725; 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, proactive law enforcement and education targeting a specific traffic safety issue. The Police Department's 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, (\$18,531)** 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 EOPSS - Violence Against Women Act STOP Grant (\$40,000).** Grant provides funds for the Police Department to contract with a civilian advocate to help implement the Department's trauma-informed approach to policing. (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)
- **MA 911 Department - PSAP Training Grant (\$54,517).** Grant supports the cost of attending training courses, fees for conferences, and software maintenance expenditures. The grant will also reimburse overtime costs for dispatchers attending the trainings. (Emergency Communications)
- **U.S. Department of Justice - Justice and Mental Health Collaboration Program, Justice and Mental Health Grant (\$75,000; Federal Grant).** Grant provides funding for the Police Department to contract with a Strategic Planning Coordinator to develop a strategic plan for mental health and law enforcement collaboration in Cambridge. The Coordinator will lead a planning team consisting of several community service providers, medical professionals, and mental health partners to solidify partnerships; inventory resources, policies, and programs; refine a case management system; develop a risk assessment tool; create a training plan; and establish a means of communication among stakeholders. (Police)

GRANTS

COMMUNITY MAINTENANCE AND DEVELOPMENT

- **MCC - Cultural Investment Portfolio Grant (\$7,500).** Grant supports two part-time Archives Assistants who help maintain the Historical Commission's dynamic public archive of Cambridge history. They process donations, write finding aids for each collection, and are creating a searchable catalogue for the non-circulating reference library. (Historical Commission)
- **U.S. Department of Housing and Urban Development (HUD) Home Investment Partnerships Program (HOME) Grant (\$496,336; 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)

HUMAN RESOURCE DEVELOPMENT

- **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)
- **Cambridge Housing Authority (\$72,992).** The Department of Human Service Programs' (DHSP) Office of Workforce Development receives funds from the Cambridge Housing Authority to support Cambridge Employment Program job search services for public housing residents. (Human Services)
- **Children's Trust Fund (\$62,925.)** This Massachusetts Family Center grant funds support programs for families with children from birth to age six. (Human Services)
- **Commonwealth Corporation (\$74,567.)** Commonwealth Corporation (through the Workforce Competitive Trust Fund) and the MA Department of Elementary & Secondary Education's Adult and Community Learning Services unit (through the Integrated Education Literacy/Civics Education) fund two training programs that offer Home Health Aide and Certified Nursing Assistant trainings to students who speak English as a Second Language (ESOL). In addition, the students have ESOL and math instruction contextualized in health care, as well as advising, job search, and job placement support. (Human Services)
- **Foundations/Friends of the Community Learning Center/First Literacy/Cambridge Housing Authority/Miscellaneous (\$93,200.)** 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)
- **Low-Income Fuel Assistance (\$1,172,105; 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).** DHSP's 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)

GRANTS

- **MA Department of Elementary and Secondary Education (\$998,356).** 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 state grant 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) (\$95,281).** 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 Executive Office of Education - Coordinated Family & Community Engagement Grant (\$244,122).** 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 (\$140,941).** 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)
- **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)
- **U.S. Department of Education - Bureau of Nutrition (\$117,493; Federal Grant).** Federal reimbursement ensures that children and youth under the age of 19 can receive nutritious meals during summer vacation. DHSP operated 21 meal sites in the summer of 2017, serving approximately 41,307 meals. (Human Services)
- **U.S. HUD - Continuum of Care (CoC) Program (\$4,443,240; 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 (\$222,893; 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)
- **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 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 (\$37,200; 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)

GRANTS

- **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 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' FY19 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 | \$187,919 | \$376,284 | \$188,365 |
| Unassigned Fund Balance as % of Revenues | 23.30% | 38.75% | 15.45% |
| Total Fund Balance as % of Revenues | 46.70% | 56.16% | 7.16% |
| Net Direct Debt as % of Equalized Value | 0.60% | 0.69% | 0.09% |

Source: Moody's Investors Service Publicly Rated U.S. Local Government Medians Report 2018. Cambridge figures are from the 2017 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.

| | FY15 | FY16 | FY17 | FY18 | FY19 |
|---------------------------------|---------|---------|---------|---------|---------|
| Excess Levy Capacity (1) | \$134.0 | \$155.0 | \$168.3 | \$181.5 | \$183.2 |
| General Fund Balance (2) | \$275.7 | \$301.0 | \$333.0 | \$340.0 | \$340.0 |
| Free Cash (3) | \$192.7 | \$202.5 | \$211.0 | \$195.0 | \$195.0 |
| Rapidity of Debt Retirement (4) | 82.1% | 84.5% | 86.27% | 84.5% | 83.6% |

- (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 FY15-18 are actual amounts and FY19 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. FY18 and FY19 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 FY15-17 are actual amounts and those shown for FY18-19 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 | \$273,224,554 | 0.69% |

¹ The equalized value reflects full market value as of January 1, 2016.

² The net debt is as of June 30, 2017 (excludes debt retired during FY18).

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.

| FY19 OPERATING EXPENDITURES | ANNUAL GROSS DEBT SERVICE | GROSS DEBT SERVICE TO OPERATING EXPENDITURES |
|-----------------------------|---------------------------|--|
| \$636,451,110 | \$68,410,827 | 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.

| FY19 OPERATING EXPENDITURES | ANNUAL NET DEBT SERVICE | NET DEBT SERVICE TO OPERATING EXPENDITURES |
|-----------------------------|-------------------------|--|
| \$636,451,110 | \$42,066,021 | 6.61% |

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 | \$273,224,554 | \$2,598 |

³ The 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, 2018 | \$457,384,089 |
| Total Authorized / Unissued Debt as of June 30, 2018 | \$190,612,775 |
| TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT | \$647,996,864 |
| Amount of Outstanding Debt Outside the Debt Limit | \$2,975,001 |
| Amount of Authorized / Unissued Debt Outside the Debt Limit | \$0 |
| OUTSTANDING DEBT PLUS AUTHORIZED / UNISSUED OUTSIDE THE DEBT LIMIT | \$2,975,001 |
| Total Outstanding Debt Plus Total Authorized / Unissued Debt | \$647,996,864 |
| Less: Outstanding Debt Plus Authorized / Unissued Outside the Debt Limit | \$2,975,001 |
| DEBT SUBJECT TO THE DEBT LIMIT | \$645,021,863 |
| Debt Limit (5% of Equalized Valuation) | \$1,978,541,435 |
| REMAINING BORROWING CAPACITY UNDER DEBT LIMIT | \$1,333,519,572 |

DEBT MANAGEMENT POLICY

FY19 DEBT DISTRIBUTION

| DEPT. | DEBT PAYMENT | INTEREST | REQUIRED APPROPRIATION* |
|--------------|---------------------|----------------------|-------------------------|
| CITY | \$49,201,480 | \$16,705,850 | \$65,907,330 |
| WATER | \$2,420,000 | \$83,505 | \$2,503,505 |
| TOTAL | \$51,621,480 | \$ 16,789,355 | \$68,410,835 |

*General Fund debt service does not reflect Water debt service. Water debt service are budgeted at the department level. Please note, fees are not included in this debt distribution.

DEBT POSITION (BASED ON OUTSTANDING DEBT JUNE 30, 2018) – INCLUDES WATER

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 |
|-----------|---------------|--------------|--------------|------------------------|
| 2018-2019 | \$457,384,089 | \$51,621,478 | \$16,789,349 | \$68,410,827 |
| 2019-2020 | \$405,762,611 | \$48,929,354 | \$15,187,170 | \$64,116,524 |
| 2020-2021 | \$356,833,257 | \$47,543,456 | \$13,365,234 | \$60,908,690 |
| 2021-2022 | \$309,289,801 | \$44,698,814 | \$11,489,696 | \$56,188,510 |
| 2022-2023 | \$264,590,987 | \$41,353,797 | \$10,074,378 | \$51,428,175 |
| 2023-2024 | \$223,237,190 | \$36,627,572 | \$8,547,549 | \$45,175,121 |
| 2024-2025 | \$186,609,618 | \$34,610,330 | \$6,983,698 | \$41,594,028 |
| 2025-2026 | \$151,999,288 | \$29,234,288 | \$5,545,679 | \$34,779,967 |
| 2026-2027 | \$122,765,000 | \$22,985,000 | \$4,380,032 | \$27,365,032 |
| 2027-2028 | \$99,780,000 | \$18,315,000 | \$3,438,432 | \$21,753,432 |
| 2028-2029 | \$81,465,000 | \$13,925,000 | \$2,710,019 | \$16,635,019 |
| 2029-2030 | \$67,540,000 | \$12,105,000 | \$2,196,744 | \$14,301,744 |
| 2030-2031 | \$55,435,000 | \$10,855,000 | \$1,749,044 | \$12,604,044 |
| 2031-2032 | \$44,580,000 | \$9,850,000 | \$1,404,850 | \$11,254,850 |
| 2032-2033 | \$34,730,000 | \$9,320,000 | \$1,104,725 | \$10,424,725 |
| 2033-2034 | \$25,410,000 | \$7,470,000 | \$815,431 | \$8,285,431 |
| 2034-2035 | \$17,940,000 | \$6,545,000 | \$579,163 | \$7,124,163 |
| 2035-2036 | \$11,395,000 | \$4,495,000 | \$371,575 | \$4,866,575 |
| 2036-2037 | \$6,900,000 | \$3,945,000 | \$225,488 | \$4,170,488 |
| 2037-2038 | \$2,955,000 | \$2,955,000 | \$96,038 | \$3,051,038 |

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 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 | | |
|---------------------------------------|----------------------|----------------------|----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | FY17 Actual | FY18 Projected | FY19 Proposed Budget | FY17 Actual | FY18 Projected | FY19 Proposed Budget | FY17 Actual | FY18 Projected | FY19 Proposed Budget | FY17 Actual | FY18 Projected | FY19 Proposed Budget |
| REVENUES | | | | | | | | | | | | |
| TAXES | \$431,451,210 | \$424,732,665 | \$449,130,725 | \$0 | \$0 | \$0 | \$5,680,000 | \$6,606,000 | \$3,567,000 | \$437,131,210 | \$431,338,665 | \$452,697,725 |
| CHARGES FOR SERVICES | \$68,802,280 | \$72,835,295 | \$74,121,682 | \$19,107,680 | \$18,295,000 | \$14,694,333 | \$5,603,330 | \$9,092,330 | \$6,018,443 | \$93,513,290 | \$100,222,625 | \$98,284,458 |
| LICENSES & PERMITS | \$30,597,260 | \$32,028,695 | \$20,253,100 | \$0 | \$0 | \$0 | \$281,000 | \$375,000 | \$3,785,019 | \$30,878,260 | \$32,403,695 | \$20,588,119 |
| FINES & FORFEITS | \$10,779,885 | \$10,662,085 | \$10,626,735 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$10,779,885 | \$10,662,085 | \$10,626,735 |
| INTERGOVERNMENTAL REVENUE | \$47,402,600 | \$50,475,320 | \$48,869,010 | \$0 | \$0 | \$0 | \$3,821,240 | \$3,897,535 | \$3,897,533 | \$51,223,840 | \$54,372,855 | \$52,766,543 |
| MISCELLANEOUS REVENUE | \$16,942,000 | \$15,403,170 | \$18,755,525 | \$0 | \$0 | \$0 | \$8,500,000 | 8,500,000 | \$0 | \$24,842,000 | \$23,903,170 | \$18,755,525 |
| BOND PROCEEDS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$8,545,000 | \$92,590,000 | \$88,150,000 | \$58,545,000 | \$92,590,000 | \$88,150,000 |
| FUND BALANCE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,500,000 | | | \$1,500,000 | \$0 | \$0 |
| TOTAL REVENUES | \$605,375,235 | \$606,137,230 | \$621,756,777 | \$19,107,680 | \$18,295,000 | \$14,694,333 | \$83,930,570 | \$121,060,865 | \$105,417,995 | \$708,413,485 | \$745,493,095 | \$741,869,105 |
| EXPENDITURES BY FUNCTION | | | | | | | | | | | | |
| GENERAL GOVERNMENT | \$52,623,625 | \$56,023,990 | \$65,880,850 | \$0 | \$0 | \$0 | \$1,855,280 | \$7,986,820 | \$1,997,000 | \$54,478,905 | \$64,010,810 | \$67,877,850 |
| PUBLIC SAFETY | \$128,727,440 | \$134,123,455 | \$139,391,205 | \$0 | \$0 | \$0 | \$2,170,490 | \$5,025,760 | \$515,000 | \$130,897,930 | \$139,149,215 | \$139,906,205 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT | \$108,682,540 | \$115,563,580 | \$120,978,985 | \$14,849,400 | \$13,789,295 | \$13,973,855 | \$58,813,935 | \$81,189,790 | \$101,899,995 | \$182,345,875 | \$210,542,665 | \$236,852,835 |
| HUMAN RESOURCE DEVELOPMENT | \$38,864,520 | \$43,029,765 | \$46,940,590 | \$0 | \$0 | \$0 | \$344,635 | \$673,555 | \$306,000 | \$39,209,155 | \$43,703,320 | \$47,246,590 |
| EDUCATION | \$172,141,330 | \$182,702,620 | \$191,069,505 | \$0 | \$0 | \$0 | \$17,055,380 | \$61,418,115 | \$700,000 | \$189,196,820 | \$244,120,735 | \$191,769,505 |
| INTERGOVERNMENTAL | \$53,426,740 | \$57,171,010 | \$58,216,120 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$53,426,740 | \$57,171,010 | \$58,216,120 |
| TOTAL EXPENDITURES | \$554,466,195 | \$588,614,420 | \$622,477,255 | \$14,849,400 | \$13,789,295 | \$13,973,855 | \$80,239,720 | \$156,294,040 | \$105,417,995 | \$649,555,425 | \$758,697,755 | \$741,869,105 |
| CHANGE IN FUND BALANCE | \$50,909,040 | \$25,522,810 | \$0 | \$4,258,280 | \$4,505,705 | \$0 | \$3,690,850 | \$0 | \$0 | \$58,858,060 | \$0 | \$0 |

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 FY19, \$3.5 million will be used to cover debt service costs. The FY19 estimated ending Fund Balance is \$58.2 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 FY19 is projected to be \$11.5 million. The FY19 estimated ending Fund Balance is \$26.1 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 FY19 estimated ending Fund Balance is \$10.7 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.

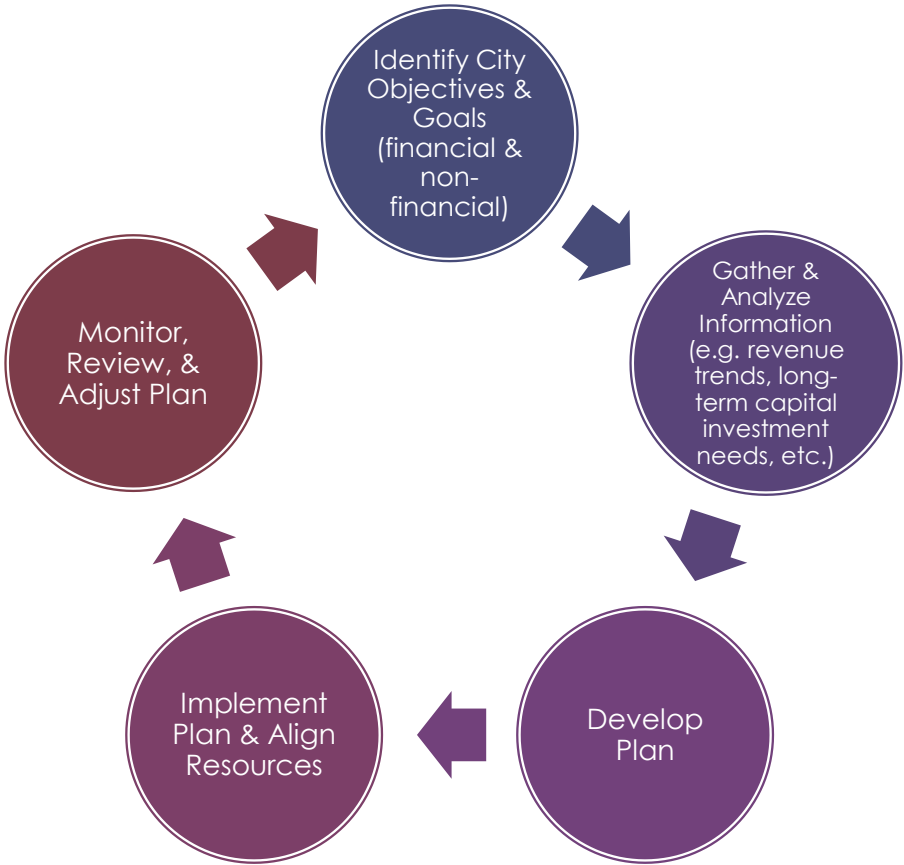
| FY19 BUDGET | GENERAL FUND | WATER FUND | CAPITAL FUND | TOTAL |
|--|----------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | |
| TAXES | \$449,130,725 | \$0 | \$3,567,000 | \$452,697,725 |
| CHARGES FOR SERVICES | \$74,121,682 | \$14,694,333 | \$6,018,443 | \$94,834,458 |
| LICENSES & PERMITS | \$20,253,100 | \$0 | \$3,785,019 | \$24,038,119 |
| FINES & FORFEITS | \$10,626,735 | \$0 | \$0 | \$10,626,735 |
| INTERGOVERNMENTAL REVENUE | \$48,869,010 | \$0 | \$3,897,533 | \$52,766,543 |
| MISCELLANEOUS REVENUE | \$18,755,525 | \$0 | \$0 | \$18,755,525 |
| BOND PROCEEDS | \$0 | \$0 | \$88,150,000 | \$88,150,000 |
| TOTAL REVENUES | \$621,756,777 | \$14,694,333 | \$105,417,995 | \$741,869,105 |
| EXPENDITURES BY FUNCTION | | | | |
| COMMUNITY MAINTENANCE AND DEVELOPMENT | \$120,978,985 | \$13,973,855 | \$101,899,995 | \$236,852,835 |
| EDUCATION | \$191,069,505 | \$0 | \$700,000 | \$191,769,505 |
| GENERAL GOVERNMENT | \$65,880,850 | \$0 | \$1,997,000 | \$67,877,850 |
| HUMAN RESOURCE DEVELOPMENT | \$46,940,590 | \$0 | \$306,000 | \$47,246,590 |
| INTERGOVERNMENTAL | \$58,216,120 | \$0 | \$0 | \$58,216,120 |
| PUBLIC SAFETY | \$139,391,205 | \$0 | \$515,000 | \$139,906,205 |
| TOTAL EXPENDITURES | \$622,477,255 | \$13,973,855 | \$105,417,995 | \$741,869,105 |
| EXPENDITURES BY CATEGORY | | | | |
| SALARIES & WAGES | \$412,527,990 | \$7,306,355 | \$0 | \$419,834,345 |
| OTHER ORDINARY MAINTENANCE | \$138,128,535 | \$3,902,415 | \$0 | \$142,030,950 |
| TRAVEL & TRAINING | \$3,922,000 | \$86,580 | \$0 | \$4,008,580 |
| EXTRAORDINARY EXPENDITURES | \$67,898,730 | \$2,678,505 | \$0 | \$70,577,235 |
| CAPITAL OUTLAY | \$0 | \$0 | \$105,417,995 | \$105,417,995 |
| TOTAL EXPENDITURES | \$622,477,255 | \$13,973,855 | \$105,417,995 | \$741,869,105 |
| NET TRANSFERS | \$720,478 | (\$720,478) | \$0 | \$0 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES | \$0 | \$0 | \$0 | \$0 |
| ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2018 | \$231,387,000 | \$10,235,580 | \$0 | |
| ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2019 | \$231,387,000 | \$10,235,580 | \$0 | |
| ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES | | | | |

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 FY18 allocation and will remain at this level.
3. Transfers from the Health Claims Trust Fund increase from \$9,020,000 in FY18 to \$11,500,000 in FY19.
4. Transfers from the Debt Stabilization Fund are \$3,500,000 in FY19, \$6,000,000 in FY20, \$8,000,000 in FY21, and \$6,000,000 in FY22-23. Amounts are based on projected bond schedule.
5. Property tax percentage increases are projected at 5.91% in FY19, 6.40% in FY20, 6.58% in FY21, 5.98% in FY22, and 5.20% in FY23.

ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

| YEAR | DATE | INCREASE | BUDGET COST |
|------|----------|----------|-------------|
| 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% |
| FY23 | 7/1/2022 | 2.50% | 2.50% |

2. Health insurance costs increase 5.4% in FY19, 5% in FY20-21, and 7% in FY22-23.
3. Dental insurance costs increase 11% in FY19 and 8% annually thereafter.
4. Contributory pensions increase by 6.6%, 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 4.0% in FY19, 3.8% in FY20-22, and 3.1% in FY23.
11. Cherry Sheet assessment increases 5% annually.
12. Pay-As-You-Go Capital is \$3,567,000 in FY19, \$4,800,000 in FY20, and \$4,900,000 in FY21-23.

LONG-TERM FINANCIAL PLANS

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.

| | FY19 PROPOSED | FY20 PROJECTED | FY21 PROJECTED | FY22 PROJECTED | FY23 PROJECTED |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Charges for Services | \$88,816,015 | \$91,771,816 | \$92,736,595 | \$95,804,830 | \$99,411,981 |
| Fines & Forfeits | \$10,626,735 | \$10,626,735 | \$10,626,735 | \$10,626,735 | \$10,626,735 |
| Intergovernmental Revenue | \$48,869,010 | \$49,121,867 | \$49,583,364 | \$50,091,412 | \$50,647,474 |
| Licenses & Permits | \$20,253,100 | \$20,253,100 | \$20,253,100 | \$20,253,100 | \$20,253,100 |
| Miscellaneous Revenue | \$18,755,525 | \$21,255,525 | \$23,255,525 | \$21,255,525 | \$21,255,525 |
| Taxes | \$452,697,725 | \$477,775,993 | \$507,261,509 | \$535,834,761 | \$562,194,497 |
| TOTAL REVENUES | \$640,018,110 | \$670,805,036 | \$703,716,828 | \$733,866,363 | \$764,389,312 |
| EXPENDITURES BY CATEGORY | | | | | |
| Salary & Wages | \$419,779,345 | \$433,816,395 | \$448,406,733 | \$464,746,628 | \$481,833,747 |
| Other Ordinary Maintenance | \$142,050,950 | \$147,582,105 | \$154,009,542 | \$160,730,395 | \$167,557,218 |
| Travel & Training | \$4,043,580 | \$4,043,580 | \$4,043,580 | \$4,043,580 | \$4,043,580 |
| Extraordinary Expenditures | \$74,144,235 | \$85,362,956 | \$97,256,973 | \$104,345,760 | \$110,954,767 |
| TOTAL EXPENDITURES | \$640,018,110 | \$670,805,036 | \$703,716,828 | \$733,866,363 | \$764,389,312 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES | \$0 | \$0 | \$0 | \$0 | \$0 |

*This chart includes the Pay-As-You-Go capital.

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 FY19 are based on FY17 actual and FY18 projected collections, historical trends, and anticipated changes that impact particular revenues. The City met or exceeded most of its FY17 budgeted revenues and expects to do the same in FY18.

The Finance Department annually reviews license and permit fees, charges for services, and fines and forfeits charged by City departments. Increases proposed in FY19, 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

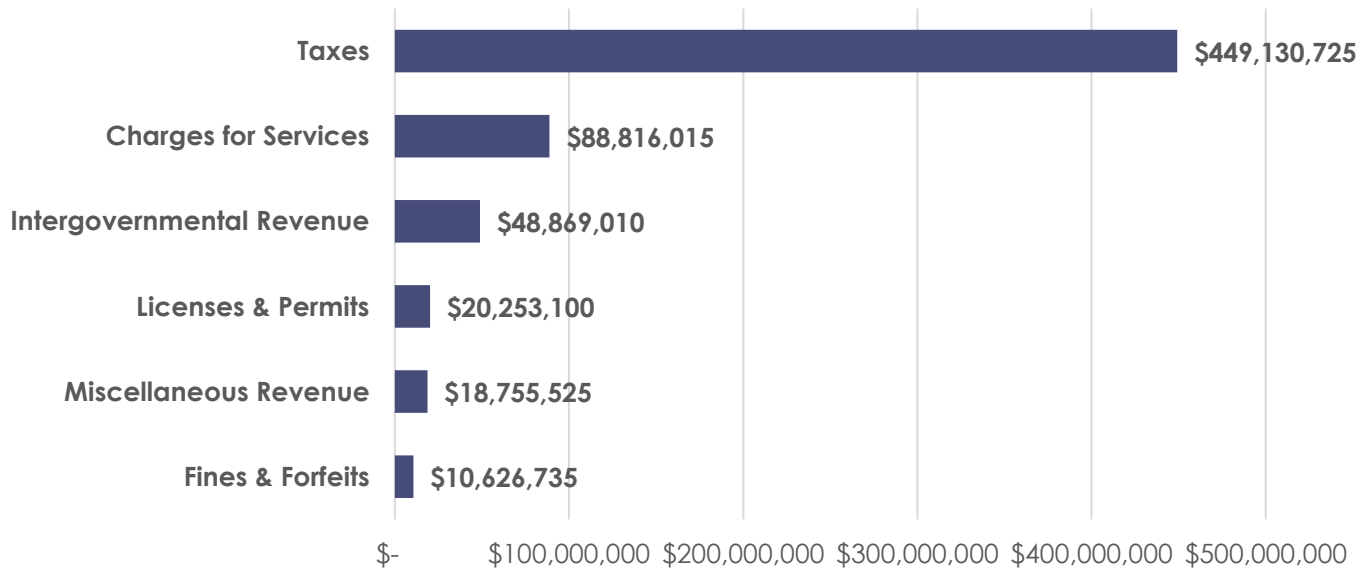
The City will continue its policy of maximizing alternative revenue sources to lower residents' tax burden for City services through enforcing license and permit policies, charging users for specific services where feasible, and collecting outstanding parking fines. The total property tax levy is projected to increase by 5.91% in FY19, or by \$23,004,866 from the FY18 property tax levy.

FIVE-YEAR BUDGETED REVENUE ANALYSIS

| REVENUE CATEGORY | FY15 | FY16 | FY17 | FY18 | FY19 |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| CHARGES FOR SERVICES | \$73,381,720 | \$78,376,305 | \$81,536,765 | \$85,472,800 | \$88,816,015 |
| FINES & FORFEITS | \$9,490,155 | \$9,711,630 | \$10,829,035 | \$10,718,535 | \$10,626,735 |
| INTERGOVERNMENTAL REVENUE | \$40,808,060 | \$42,032,420 | \$43,700,755 | \$47,260,505 | \$48,869,010 |
| LICENSES & PERMITS | \$11,785,950 | \$13,013,650 | \$15,645,400 | \$16,744,690 | \$20,253,100 |
| MISCELLANEOUS REVENUE | \$11,642,545 | \$12,256,670 | \$13,288,980 | \$14,370,410 | \$18,755,525 |
| TAXES | \$377,293,370 | \$390,480,200 | \$409,561,190 | \$430,464,370 | \$449,130,725 |
| TOTAL | \$524,401,800 | \$545,870,875 | \$574,562,125 | \$605,031,310 | \$636,451,110 |

REVENUE

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110

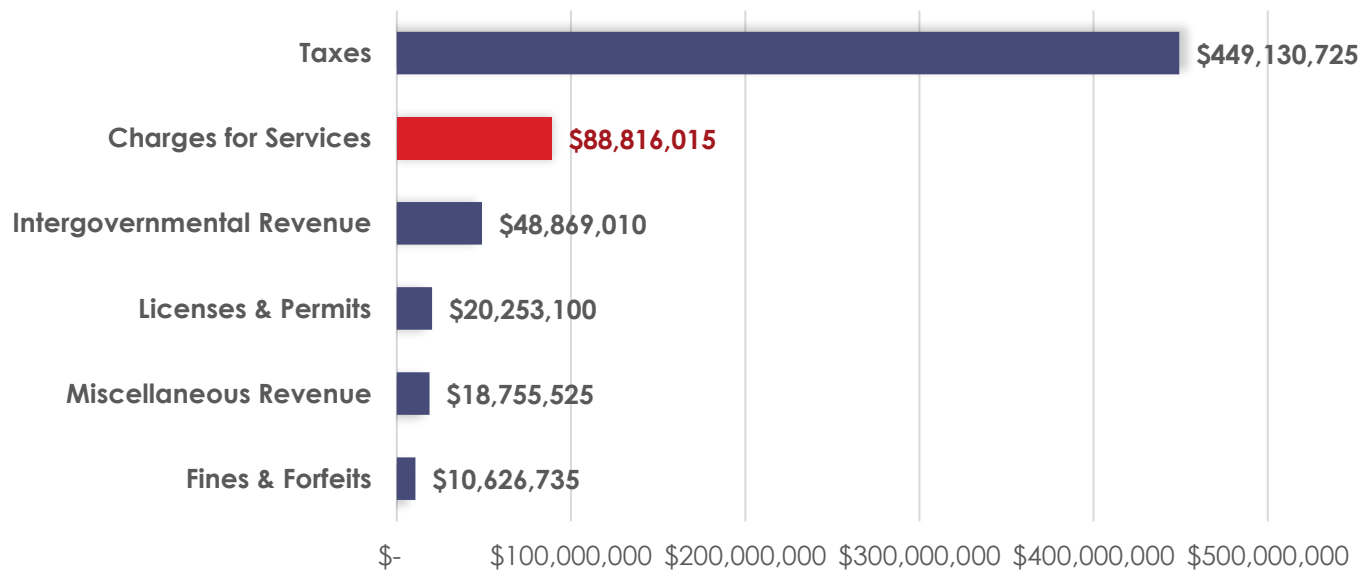


OPERATING BUDGET

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|---------------------------------------|----------------------|----------------------|----------------------|
| CHARGES FOR SERVICES | \$87,909,960 | \$91,130,295 | \$88,816,015 |
| FINES & FORFEITS | \$10,779,885 | \$10,662,085 | \$10,626,735 |
| INTERGOVERNMENTAL REVENUE | \$47,402,600 | \$50,475,320 | \$48,869,010 |
| LICENSES & PERMITS | \$30,597,260 | \$32,028,695 | \$20,253,100 |
| MISCELLANEOUS REVENUE | \$16,342,000 | \$15,403,170 | \$18,755,525 |
| TAXES | \$431,451,210 | \$424,732,665 | \$449,130,725 |
| TOTAL REVENUE | \$624,482,915 | \$624,432,230 | \$636,451,110 |
| PROGRAM EXPENDITURES | | | |
| GENERAL GOVERNMENT | \$52,623,625 | \$48,023,990 | \$65,880,850 |
| PUBLIC SAFETY | \$128,727,440 | \$134,123,455 | \$139,391,205 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT | \$123,531,940 | \$129,352,875 | \$134,952,840 |
| HUMAN RESOURCE DEVELOPMENT | \$38,864,520 | \$43,029,765 | \$46,940,590 |
| EDUCATION | \$172,141,330 | \$182,702,620 | \$191,069,505 |
| INTERGOVERNMENTAL | \$53,426,740 | \$57,171,010 | \$58,216,120 |
| TOTAL EXPENDITURES | \$569,315,595 | \$594,403,715 | \$636,451,110 |

CHARGES FOR SERVICES

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110

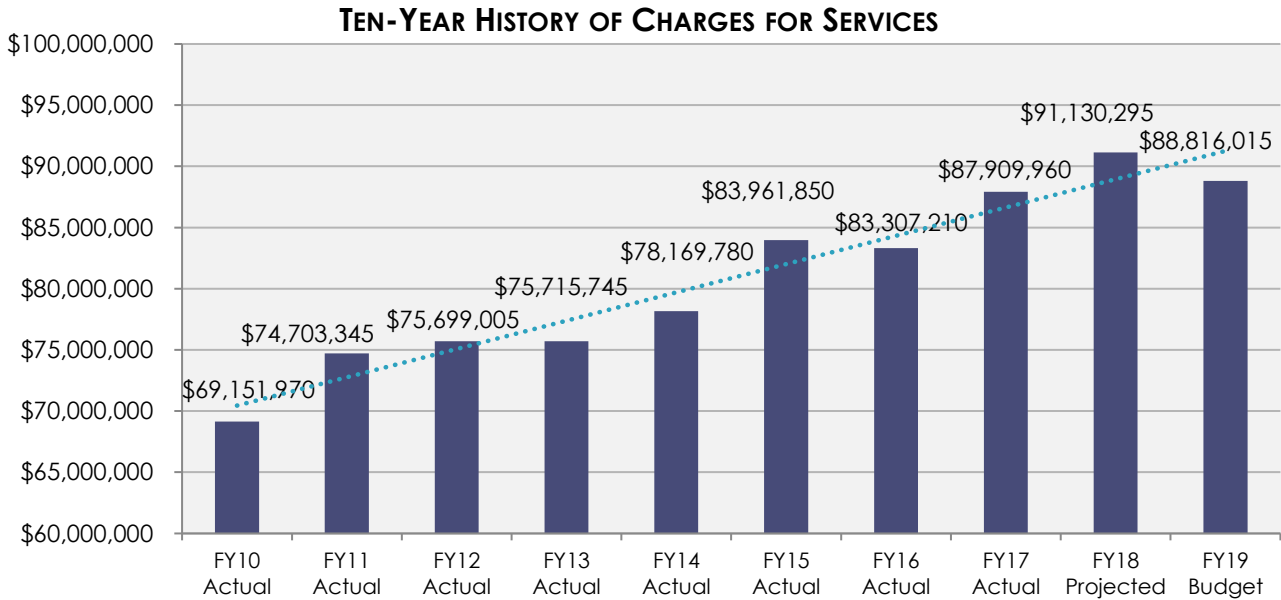


CHARGES FOR SERVICES SUMMARY

| CHARGES FOR SERVICES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET | % OF FY19 CHARGES FOR SERVICES |
|----------------------------|---------------------|---------------------|---------------------|--------------------------------|
| FEEES | \$7,910,135 | \$7,807,025 | \$7,118,625 | 8.0% |
| OTHER CHARGES FOR SERVICES | \$2,483,195 | \$2,404,655 | \$2,392,200 | 2.7% |
| PARKING | \$10,484,366 | \$10,517,400 | \$10,866,330 | 12.2% |
| SEWER SERVICE CHARGE | \$47,206,780 | \$51,387,090 | \$53,744,530 | 60.5% |
| WATER UTILITY REVENUE | \$19,825,485 | \$19,014,125 | \$14,694,330 | 16.6% |
| TOTAL | \$87,909,961 | \$91,130,295 | \$88,816,015 | 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. The 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% of total General Fund revenues.



CHARGES FOR SERVICES

FEES

FY19: \$7,118,625

| FEES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------|--------------------|--------------------|--------------------|
| ADMINISTRATIVE | <u>\$360,105</u> | <u>\$350,200</u> | <u>\$349,800</u> |
| Certified Copies | \$211,090 | \$205,000 | \$205,000 |
| Document Sales | \$710 | \$900 | \$750 |
| Domestic Partners | \$5,505 | \$4,500 | \$4,500 |
| Misc. Clerk's Fees | \$44,870 | \$47,000 | \$47,000 |
| Municipal Liens | \$87,825 | \$85,000 | \$85,000 |
| Photocopy/Reproduction | \$10,105 | \$7,800 | \$7,550 |
| ELECTRICAL | <u>\$984,210</u> | <u>\$940,000</u> | <u>\$820,000</u> |
| Cut-Out/Plug-Out Fee | \$39,000 | \$40,000 | \$30,000 |
| Fire Alarm Box Charge | \$166,135 | \$150,000 | \$140,000 |
| Signal Maintenance Fee | \$779,075 | \$750,000 | \$650,000 |
| HEARING/FILING | <u>\$112,900</u> | <u>\$169,725</u> | <u>\$104,500</u> |
| Board of Zoning Appeals | \$92,275 | \$150,000 | \$85,000 |
| Conservation Commission | \$3,395 | \$1,725 | \$1,500 |
| License Hearing Fees | \$17,230 | \$18,000 | \$18,000 |
| HUMAN SERVICES | <u>\$4,858,865</u> | <u>\$4,844,800</u> | <u>\$4,373,325</u> |
| Athletic Leagues | \$5,800 | \$5,000 | \$5,000 |
| Childcare Tuition | \$1,661,060 | \$1,400,000 | \$1,295,230 |
| Community Schools | \$1,507,445 | \$1,700,000 | \$1,600,000 |
| Field Permits | \$193,305 | \$190,000 | \$145,000 |
| Golf Course | \$836,065 | \$910,800 | \$805,095* |
| King Open Extended Day | \$138,320 | \$135,000 | \$130,000 |
| Recreational Activities | \$369,580 | \$370,000 | \$280,000* |
| Senior Activities | \$35,000 | \$35,000 | \$35,000 |
| Special Needs | \$17,635 | \$14,000 | \$8,000 |
| Youth Programs | \$94,655 | \$85,000 | \$70,000 |
| PUBLIC SAFETY | <u>\$1,594,055</u> | <u>\$1,502,300</u> | <u>\$1,471,000</u> |
| Agency Fee | \$20,770 | \$10,000 | \$10,000 |
| Boarding/Razing Fees | \$0 | \$0 | \$20,000 |
| Fire Detail Surcharge | \$196,695 | \$150,000 | \$110,000 |
| Inspectional Details | \$14,040 | \$11,000 | \$10,000 |
| Police Detail Surcharge | \$386,670 | \$360,000 | \$350,000 |
| Rescue Service Fees | \$823,340 | \$822,000 | \$822,000 |
| Sealing Inspection | \$28,175 | \$33,300 | \$33,000 |
| Smoke Detectors | \$60,375 | \$51,000 | \$51,000 |
| Towing Surcharge | \$63,990 | \$65,000 | \$65,000 |
| TOTAL REVENUE | \$7,910,135 | \$7,807,025 | \$7,118,625 |

*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 (\$700).
- **Domestic Partners.** The City Clerk issues a certificate 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.
- **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 1/2" 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.

CHARGES FOR SERVICES

- **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. Fifty percent 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.
- **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 activity: \$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 King, Kennedy/Longfellow, Morse, Peabody, 119 Windsor St., and King Open Schools and part-time at Haggerty School. After-school 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. \$72,050 of total revenues is allocated to Debt Service for Golf Course improvements.
- **King Open Extended Day Program.** The Department of Human Service Programs jointly administers an Extended Day Program with the King Open School. Revenue from tuition is used to fund the program.
- **Recreational Activities.** The War Memorial Recreation Center provides year-round evening adult classes and weekend children's activities. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. In addition, DHSP receives revenue for the use of the War Memorial 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 and recreational leisure activities. This also includes funds received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging six days a week, and dinner on Monday evenings.

CHARGES FOR SERVICES

- **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.

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

FY19: \$2,392,200

| OTHER CHARGES FOR SERVICES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|------------------------------|--------------------|--------------------|--------------------|
| Animal Boarding | \$0 | \$95 | \$0 |
| Cable Franchise License Fees | \$1,592,550 | \$1,526,945 | \$1,526,945 |
| Cemetery Fees | \$240,245 | \$275,000 | \$275,000 |
| Rent of City Property | \$620,185 | \$575,615 | \$575,255 |
| White Goods | \$30,215 | \$27,000 | \$15,000 |
| TOTAL | \$2,483,195 | \$2,404,655 | \$2,392,200 |

ANIMAL BOARDING

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

CHARGES FOR SERVICES

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.

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 (\$550,100) from the Cambridge Housing Authority for tenancy at 5 Western Avenue as an offset to the Debt Service costs for the renovation of the Alice K. Wolf Center. In addition, the City will receive \$25,155 in rent from the newsstand in Harvard Square and the New School of Music. These funds are used to support the Public Works Budget.

WHITE GOODS

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

PARKING

FY19: \$10,866,330

| PARKING CHARGES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|--------------------------|---------------------|---------------------|---------------------|
| Boot Removal Fees | \$33,260 | \$33,500 | \$35,000 |
| Business Parking Permits | \$53,325 | \$50,000 | \$65,000 |
| Meter Collection | \$4,310,755 | \$4,300,000 | \$4,304,765* |
| Parking Garages | \$3,733,825 | \$3,862,500 | \$4,311,565 |
| Parking Lots | \$1,165,195 | \$1,046,400 | \$1,050,000 |
| Resident Stickers | \$872,795 | \$875,000 | \$850,000 |
| Use of Meters | \$315,210 | \$350,000 | \$250,000 |
| TOTAL | \$10,484,365 | \$10,517,400 | \$10,866,330 |

*Does not include \$795,235 in parking revenues that will be used in the Capital Budget.

CHARGES FOR SERVICES

PARKING FUND

This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see Fines and Forfeits), and interest earnings (see Miscellaneous Revenue). These revenues are then distributed to help fund programs permitted under Chapter 844 of the Massachusetts General Laws. In addition to funding the Traffic, Parking & Transportation (TPT) Budget, parking revenues will also support the following City departments: Finance (\$23,950), Law (\$100,00), Police (\$3,841,845), Public Works, (\$3,296,935), Community Development (\$628,645), General Services (\$4,000), School (\$100,000), Cherry Sheet Assessments (\$481,300), Executive (\$255,000), and Electrical (\$22,935).

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.

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 ranges from \$1 - \$1.50 per 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 to 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.

CHARGES FOR SERVICES

SEWER SERVICE

FY19: \$53,744,530

| SEWER SERVICES CHARGES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|------------------------|---------------------|---------------------|---------------------|
| Sewer Connection Fee | \$430,435 | \$450,000 | \$125,000 |
| Sewer Service Charge | \$46,776,345 | \$50,937,090 | \$53,619,530* |
| TOTAL | \$47,206,780 | \$51,387,090 | \$53,744,530 |

*Does not include \$1,250,000 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 is being connected to the sewer. The rate schedule is as follows: residential (\$45), commercial (\$70), and industrial (\$110). \$125,000 of Sewer Connection Fee revenue is allocated to Public Works.

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 U.S. Environmental Protection Agency and the MA 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 FY19 sewer rate increase is 7.5% while the water 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 (\$23,841,300), Finance (\$225,000), Massachusetts Water Resources Authority (\$25,708,250), and Public Works (\$3,800,470).

WATER

FY19: \$14,694,330

| WATER CHARGES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|---------------------|---------------------|---------------------|---------------------|
| Misc. Water Charges | \$433,600 | \$800,000 | \$700,000 |
| Water Usage | \$19,391,885 | \$18,214,125 | \$13,994,330* |
| TOTAL | \$19,825,485 | \$19,014,125 | \$14,694,330 |

*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, laboratory bacterial testing, and other services.

CHARGES FOR 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 FY19 rates, effective for all water consumed as of April 1, 2018, represent a 0% increase in the water rate and a 7.5% increase in the sewer rate, with a 5.6% increase in the combined rate.

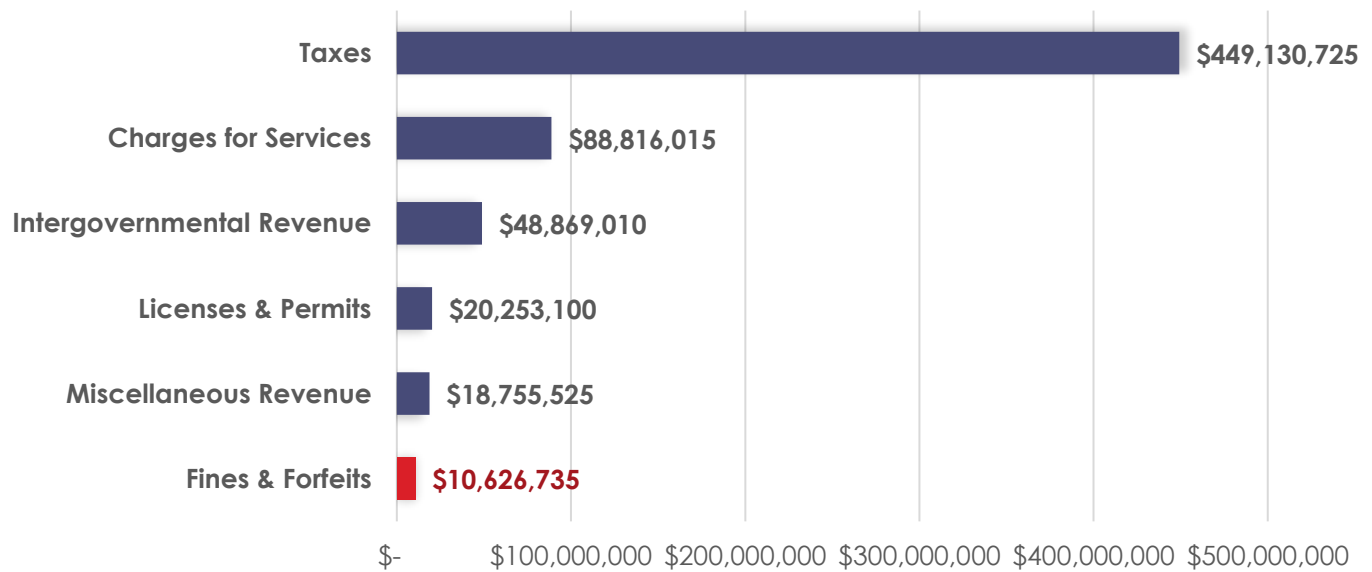
| BLOCK | ANNUAL CONSUMPTION | WATER RATE | SEWER RATE |
|-------|--------------------|------------|------------|
| 1 | 0-40 CeF | \$3.02 | \$11.00 |
| 2 | 41-400 CeF | \$3.24 | \$11.63 |
| 3 | 401-2,000 CeF | \$3.44 | \$12.49 |
| 4 | 2,011-10,000 CeF | \$3.65 | \$13.45 |
| 5 | Over 10,000 CeF | \$3.96 | \$14.30 |

All consumption is measured in hundreds of cubic feet and the rates charged are per hundred cubic feet. One hundred cubic feet equals approximately 748 gallons of water.

In addition to funding the Water Department Budget, Water Fund revenues will also support the following City departments: Finance (\$225,000); Public Works (\$455,475); Community Development (\$30,000), and Animal Commission (\$10,000).

FINES & FORFEITS

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110



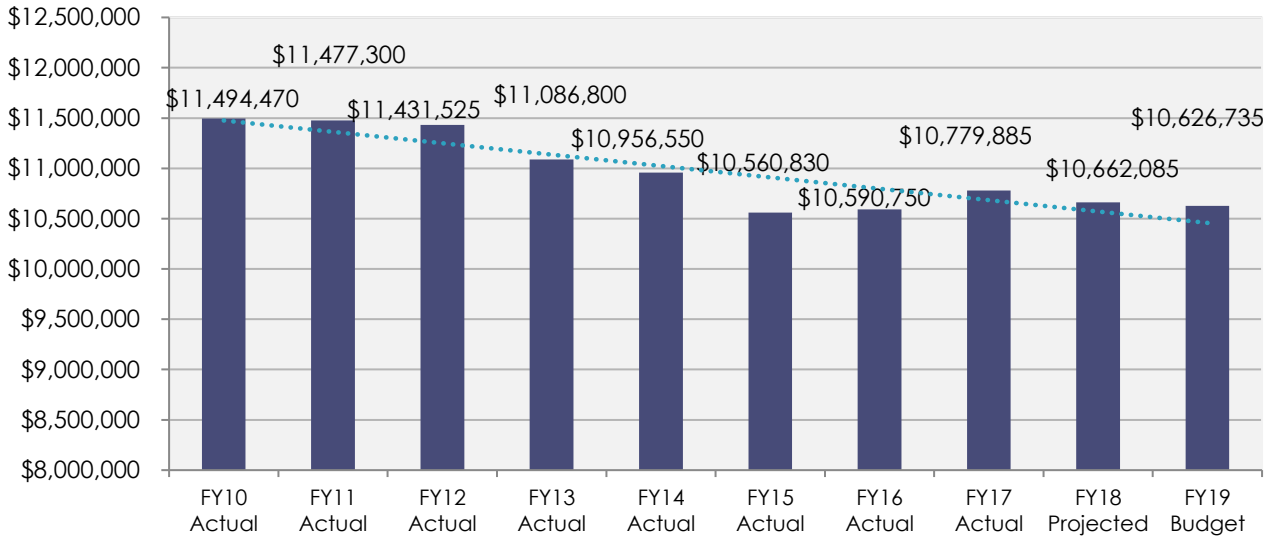
FINES & FORFEITS SUMMARY

| FINES & FORFEITS | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-----------------------------------|---------------------|---------------------|---------------------|
| ANIMALS | \$2,225 | \$2,100 | \$2,000 |
| BICYCLE | \$3,350 | \$4,000 | \$6,000 |
| FALSE ALARMS | \$69,730 | \$64,000 | \$64,000 |
| HACKNEY | \$1,695 | \$500 | \$500 |
| LIBRARY | \$73,870 | \$70,000 | \$65,000 |
| MOVING VIOLATIONS | \$266,480 | \$300,000 | \$270,000 |
| NOISE FINES | \$10,500 | \$6,250 | \$6,000 |
| PARKING | \$10,352,035 | \$10,212,235 | \$10,212,235 |
| WEIGHT & MEASURES CIVIL CITATIONS | \$0 | \$3,000 | \$1,000 |
| TOTAL | \$10,779,885 | \$10,662,085 | \$10,626,735 |

FINES & FORFEITS

Fines & Forfeits are penalties levied for violations of the City's municipal code. Parking fines are the largest revenue source in this category. Fines & Forfeits will account for 1.7% 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 for failure to comply to off-leash regulations. 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. Failure to leash your dog is a fine of \$25.

BICYCLE FINES

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

FALSE ALARM FINES

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

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 responses (\$100).

FINES & FORFEITS

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. Cambridge Municipal Code 5.20 does not apply to regulating transportation network companies (TNC).

When Hackney Officers fine TNC operators, it is based on traffic law violations. The Board of License Commissioners have waived all renewal fees for Hackney Driver's Licenses and Hackney Vehicle Inspections for the second year in a row.

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 are used as revenue in the Police Department 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 up to \$300 per violation and per day.

PARKING FINES

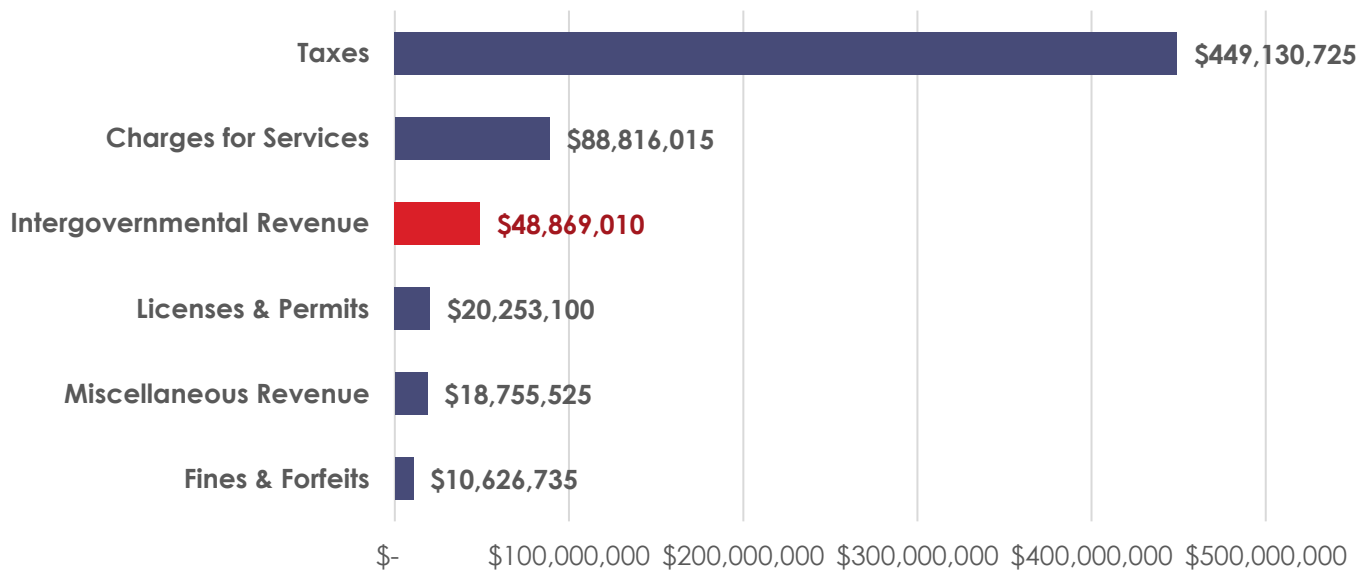
The timely collection of Parking Fines is supported by a computerized collection and processing database, the boot program, and the fact that violators are prohibited from renewing their driver's license, registration, or obtaining a resident parking permit until all outstanding tickets are paid in full. Parking Fines will support the following City departments: Executive Department (\$215,000), Law Department (\$97,500), General Services (\$4,000), Police Department (\$2,603,425), Public Works (\$1,058,195), Community Development (\$140,000), School Department (\$100,000), and Traffic (\$5,994,115).

WEIGHTS & MEASURES CIVIL CITATIONS

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

INTERGOVERNMENTAL REVENUE

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110



INTERGOVERNMENTAL REVENUE SUMMARY

| INTERGOVERNMENTAL REVENUE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET | % OF FY19 INTERGOV. REVENUE |
|---------------------------------|---------------------|---------------------|---------------------|-----------------------------|
| FEDERAL GRANTS | \$1,386,910 | \$2,807,475 | \$1,077,090 | 2.2% |
| OTHER INTERGOVERNMENTAL REVENUE | \$10,084,060 | \$10,000,660 | \$8,937,285 | 18.3% |
| STATE CHERRY SHEET REVENUE | \$35,748,845 | \$37,503,960 | \$38,691,340 | 79.2% |
| STATE GRANTS | \$182,785 | \$163,225 | \$163,295 | 0.3% |
| TOTAL | \$47,402,600 | \$50,475,320 | \$48,869,010 | 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 7.7% of total General Fund revenues.

GRANT FUND

The City will continue to accept, appropriate, and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City. However, a small number of federal and state grants, imperative to the operating budgets of some departments, will be appropriated in the General Fund budget process.

FEDERAL GRANTS

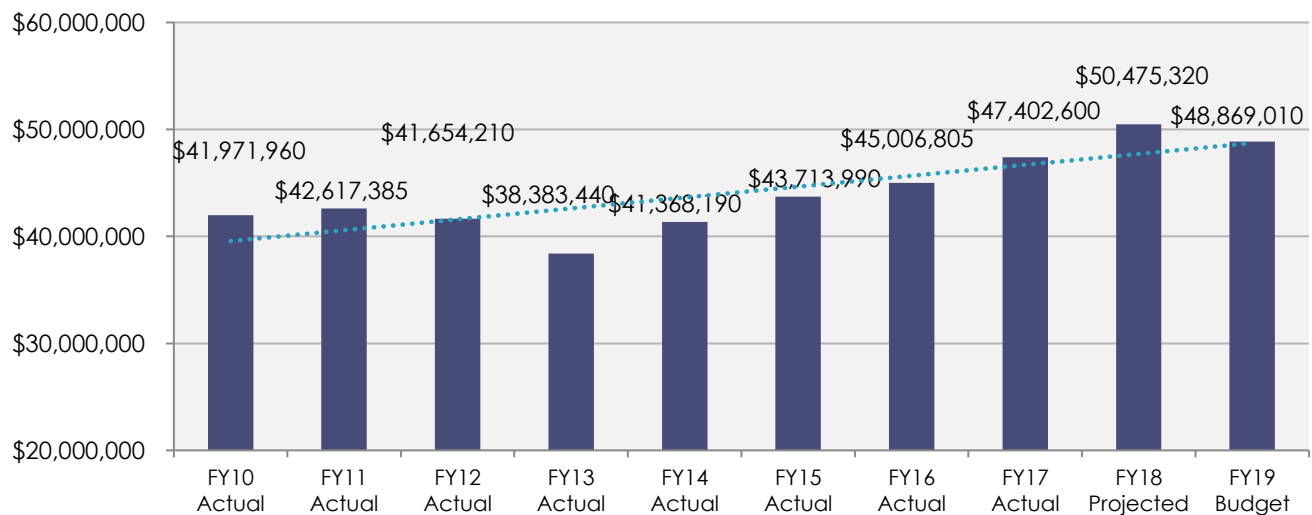
FY19: \$1,077,090

| FEDERAL GRANTS | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|--|--------------------|--------------------|---------------------|
| Community Development Block Grant (CDBG) | \$1,386,910 | \$2,807,475 | \$1,077,090* |
| TOTAL | \$1,386,910 | \$2,807,475 | \$1,077,090 |

*Does not include \$1,298,040 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.

TEN-YEAR HISTORY OF INTERGOVERNMENTAL REVENUE



INTERGOVERNMENTAL REVENUE

COMMUNITY DEVELOPMENT BLOCK GRANT

The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the physical environment, preserving the diversified employment base, and improving the quality of public services. FY19 CDBG funds are allocated as follows: Community Development (\$724,285) and the Department of Human Service Programs (\$352,805).

OTHER GOVERNMENTAL REVENUE

FY19: \$8,937,285

| OTHER GOVERNMENTAL REVENUE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|----------------------------|---------------------|---------------------|--------------------|
| Cambridge Health Alliance | \$8,593,350 | \$9,000,660 | \$7,937,285 |
| Medicaid Reimbursement | \$1,490,710 | \$1,000,000 | \$1,000,000 |
| TOTAL | \$10,084,060 | \$10,000,660 | \$8,937,285 |

CAMBRIDGE HEALTH ALLIANCE

The Cambridge Health Alliance reimburses the City for its share of contributory retirement system costs (\$7,937,285) 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

FY19: \$38,691,340

| FEES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|---|---------------------|---------------------|---------------------|
| EDUCATION REIMBURSEMENT | <u>\$1,209,180</u> | <u>\$2,015,040</u> | <u>\$2,015,040</u> |
| Charter School Tuition Reimbursement | \$1,209,180 | \$1,982,875 | \$1,982,875 |
| School Lunch Program | \$0 | \$32,165 | \$32,165 |
| GEN. GOVT. REIMB/DISTRIB | <u>\$596,425</u> | <u>\$740,285</u> | <u>\$740,285</u> |
| Library Aid | \$66,645 | \$129,640 | \$129,640 |
| Real Estate Abatements | \$57,225 | \$172,585 | \$172,585 |
| Veterans' Benefits | \$472,555 | \$438,060 | \$438,060 |
| SCHOOL/LOCAL AID (UGGA) | <u>\$33,943,240</u> | <u>\$34,748,635</u> | <u>\$35,936,015</u> |
| School Aid/Chapter 70 | \$13,287,460 | \$13,287,460 | \$14,474,655 |
| Unrestricted General Gvt. Aid/Local Aid | \$20,655,780 | \$21,461,175 | \$21,461,360 |
| TOTAL REVENUE | \$35,748,845 | \$37,503,960 | \$38,691,340 |

INTERGOVERNMENTAL REVENUE

Every year, the Commonwealth sends each municipality a "Cherry Sheet," named for the pink paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing the state assessments to municipalities for MBTA, MAPC, air pollution control districts, and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. 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 \$35,936,015 in FY19. These two local aid categories represent 5.6% of the total 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.

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 Exemptions.** 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, which can be increased to a maximum of \$1,000, depending upon the tax increase over the prior year. In addition, persons over age 65 with yearly maximum earnings of \$25,721 for a single person or \$38,528 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 \$51,439, or married, in excess of \$70,730, excluding the first three dwelling units of the domicile, receive a base exemption of \$1,000. This can be increased up to \$2,000, depending upon the amount of the applicant's tax increase.
- **Veterans' Benefits and Aid to Dependents of Veterans.** Under MGL Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits.

INTERGOVERNMENTAL REVENUE

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 33% (\$7,098,125) of UGGA supports the School Budget.

STATE GRANTS

FY19: \$163,295

| STATE GRANTS | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|----------------------------|------------------|-------------------|------------------|
| Additional Voting Hours | \$42,175 | \$0 | \$0 |
| Consumers' Council Grant | \$54,000 | \$54,000 | \$54,000 |
| Mass. Cultural Council | \$15,000 | \$14,920 | \$14,920 |
| Reimb/Non-Contrib Pensions | \$27,370 | \$50,000 | \$50,000 |
| State MCWT Subsidy | \$44,240 | \$44,305 | \$44,375 |
| TOTAL | \$182,785 | \$163,225 | \$163,295 |

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.

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 loans.

MASSACHUSETTS CULTURAL COUNCIL (MCC)

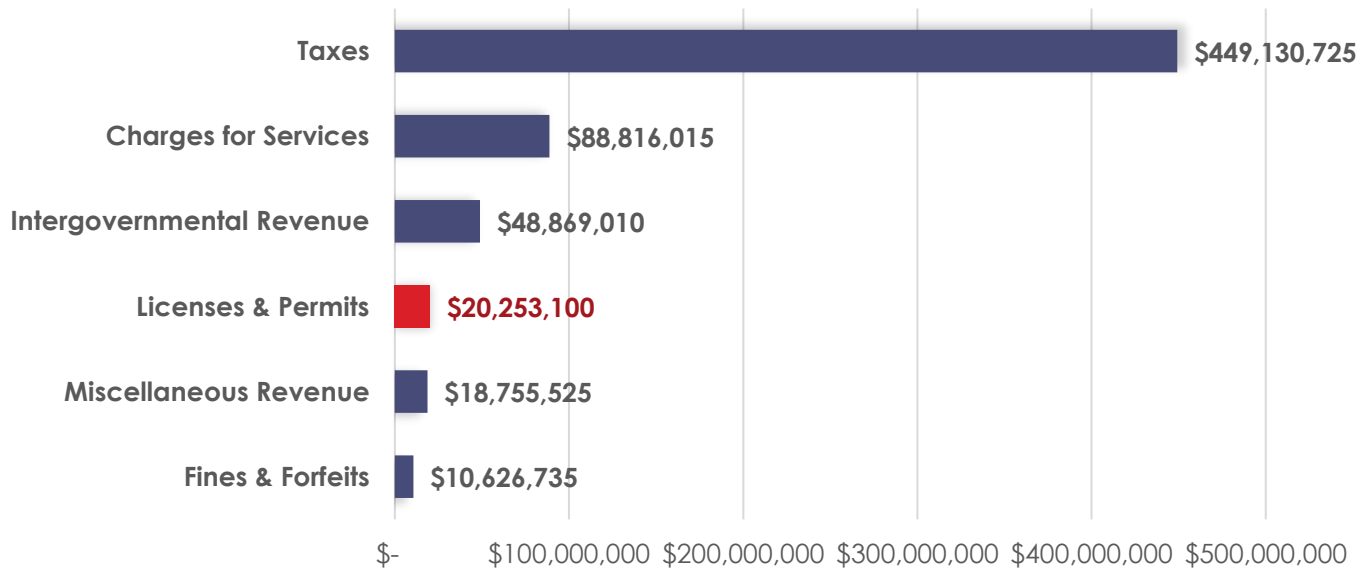
The Arts Council receives a MCC Cultural Investment Portfolio Grant to provide operating support to offset administrative and programming costs.

REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS

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

LICENSES & PERMITS

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110



LICENSES & PERMITS SUMMARY

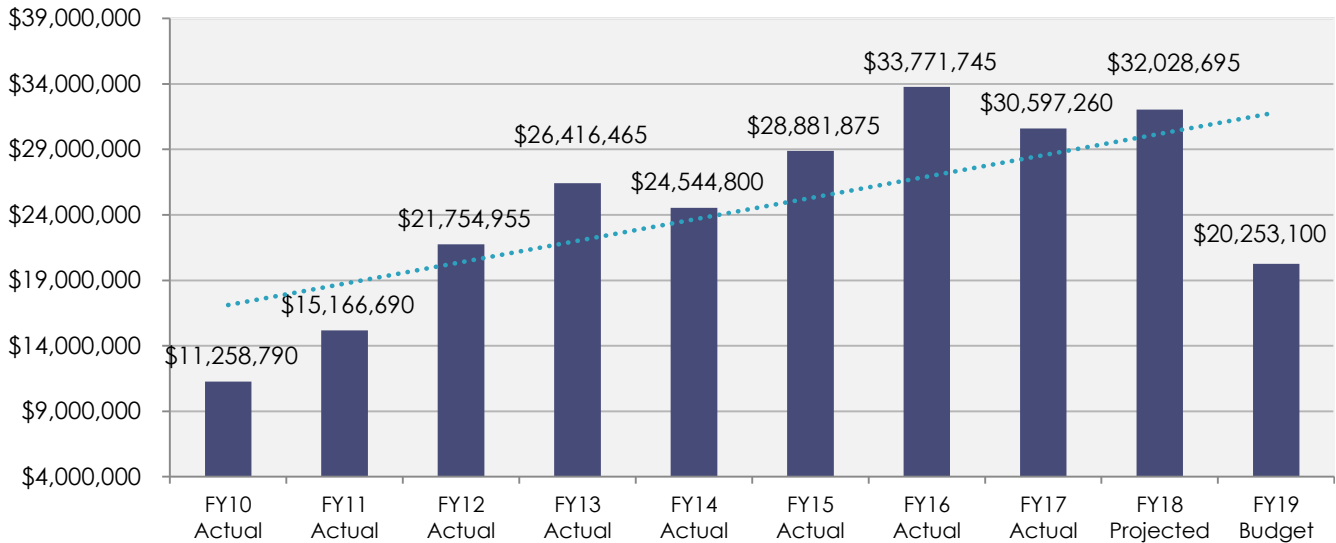
| LICENSES & PERMITS | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET | % OF FY19 L&P REVENUE |
|--------------------|---------------------|---------------------|---------------------|--------------------------|
| LICENSES | \$2,908,655 | \$2,870,300 | \$2,524,300 | 12.5% |
| PERMITS | \$27,688,605 | \$29,158,395 | \$17,728,800 | 87.5% |
| TOTAL | \$30,597,260 | \$32,028,695 | \$20,253,100 | 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 Commission, which consists of the Police Commissioner, the Fire Chief, and the chairperson of the License Commission. All fees are set by one of three methods: state law, City ordinance, or License Commission regulation. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its webpage www.cambridgema.gov/license. 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 2.8% of total General Fund revenues.

TEN-YEAR HISTORY OF LICENSES & PERMITS



LICENSES & PERMITS

LICENSES

FY19: \$2,524,300

| LICENSES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|--------------------------------|--------------------|--------------------|--------------------|
| Alcoholic Beverages | \$1,075,375 | \$1,058,775 | \$1,000,000 |
| Builder's Licenses | \$5,945 | \$5,800 | \$2,500 |
| Common Victualer Licenses | \$58,115 | \$90,000 | \$80,000 |
| Disposal Licenses | \$5,075 | \$5,075 | \$2,000 |
| Dog Licenses | \$46,510 | \$60,000 | \$50,000 |
| Dumpster Licenses | \$111,925 | \$75,000 | \$75,000 |
| Entertainment Licenses | \$213,840 | \$180,000 | \$180,000 |
| Garage/Gasoline Licenses | \$396,710 | \$396,700 | \$335,000 |
| Hackney Fees & Licenses | \$6,935 | \$4,280 | \$2,080 |
| Health Related Licenses | \$283,485 | \$251,700 | \$142,500 |
| Lodging/Innholder Licenses | \$302,545 | \$296,000 | \$290,000 |
| Marriage Licenses | \$44,170 | \$40,000 | \$40,000 |
| Milk Licenses | \$7,240 | \$7,000 | \$6,000 |
| Miscellaneous Licenses | \$32,650 | \$32,000 | \$20,000 |
| Motor Vehicle Related Licenses | \$82,605 | \$82,700 | \$75,000 |
| Multi-Family Inspections | \$160 | \$0 | \$0 |
| Newspaper Box Fees | \$5,650 | \$4,000 | \$4,000 |
| Pole and Conduit Permits | \$181,000 | \$198,000 | \$175,000 |
| Property Use Licenses | \$22,500 | \$40,000 | \$20,000 |
| Recreation Camps Fees | \$1,300 | \$1,000 | \$700 |
| Shops & Sales Licenses | \$2,740 | \$2,750 | \$2,000 |
| Short Term Rentals | \$0 | \$20,000 | \$5,000 |
| Street Performer Licenses | \$6,980 | \$9,520 | \$9,520 |
| Tobacco Licenses | \$15,200 | \$10,000 | \$8,000 |
| TOTAL | \$2,908,655 | \$2,870,300 | \$2,524,300 |

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.

LICENSES & PERMITS

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.

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 \$200. The Board of License Commissioners 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 unspayed/unneutered dogs.

DUMPSTER LICENSES

Pursuant to City Ordinance 8.25, an annual \$100 dumpster license is required for all dumpsters located in the city. 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 76 of those medallions are not in use. Every year, biannually, 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 a Criminal Offender Record Information and Driving History checks. In consideration of the decline in the 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.

LICENSES & PERMITS

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, 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.

MARRIAGE LICENSES

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

MILK LICENSES

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

MISCELLANEOUS LICENSES

The Board of License Commissioners issues several other types of licenses, which it includes in this revenue category. These include, 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 the newspaper box fees.

POLE & CONDUIT PERMITS

The City charges a fee for each conduit site, pole, and small cell installations, which are authorized and for which a permit is granted by the Pole & 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. Because the applications are processed by the License Commission Department and the Pole & Conduit Commission is chaired by the License Commission Chair, the License Commission 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 an additional \$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.

LICENSES & PERMITS

SHOPS & SALES LICENSES

The Board of License Commissioners issues licenses to antique and second-hand good stores, and auctioneers. The annual license fees are: antique and second-hand goods \$100, and auctioneers \$100. One-day auctioneer permits are also issued for a cost of \$31 per day.

SHORT-TERM REGISTRATION FEE

Inspectional Services Department issues a certificate of registration for qualified properties to be used as short-term rental pursuant to article 4 section 4.60 of the Cambridge zoning ordinance. An annual fee of \$100 or a \$500 payment for 5-year registration.

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.

TOBACCO LICENSES

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

PERMITS

FY19: \$17,728,800

| PERMITS | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|
| Air Rights/Public Ways | \$26,060 | \$20,000 | \$10,000 |
| Building Permits | \$23,213,685 | \$25,000,000 | \$14,450,000* |
| Fire Permits | \$171,585 | \$125,000 | \$105,000 |
| Firearm Permits | \$4,005 | \$3,050 | \$3,000 |
| Gas Permits | \$166,560 | \$160,000 | \$110,000 |
| Mechanical Permits | \$265,195 | \$250,000 | \$100,000 |
| Occupancy Certifications Permits | \$30,045 | \$75,000 | \$25,000 |
| Place of Assembly Fees | \$553,915 | \$500,000 | \$500,000 |
| Plan Review Permits | \$222,750 | \$79,445 | \$55,000 |
| Plumbing Permits | \$293,130 | \$280,000 | \$160,000 |
| Sheet Metal Fees | \$82,550 | \$80,000 | \$50,000 |
| Sprinkler Permits | \$103,810 | \$110,000 | \$85,000 |
| Street Obstruction Permits | \$992,750 | \$850,000 | \$900,000 |
| Street Opening Permits | \$900,360 | \$950,000 | \$650,000 |
| Sunday Permits | \$845 | \$900 | \$800 |
| Wiring Permits | \$661,360 | \$675,000 | \$525,000 |
| TOTAL | \$27,688,605 | \$29,158,395 | \$17,728,800 |

*Does not include \$3,450,000 in building permit revenue that will be used in the Capital Budget.

LICENSES & PERMITS

AIR RIGHTS OVER PUBLIC WAYS

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

BUILDING PERMITS

The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the city. The cost of permits is based on the estimated cost of the project: \$20 per thousand, with a \$50 minimum. Building permits for the construction of three residential dwelling units or less is \$15 per thousand. 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.

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 MA 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

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

OCCUPANCY CERTIFICATIONS

The Inspectional Services Department issues Certificates of Occupancy (COs) after completion of construction or a change in use, to certify that the structure complies with the Building Code and Zoning Ordinance. COs are also issued upon the owner's request for 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 (CIs). Inspections are made, as required under the provisions of the State Building Code, to ensure that buildings have emergency lighting, proper egress, and other safety requirements. The fee is based on building capacity.

LICENSES & PERMITS

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 a \$0.10 per square foot fee 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.

STREET OBSTRUCTION PERMITS

The TPT Department issues over 7,500 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

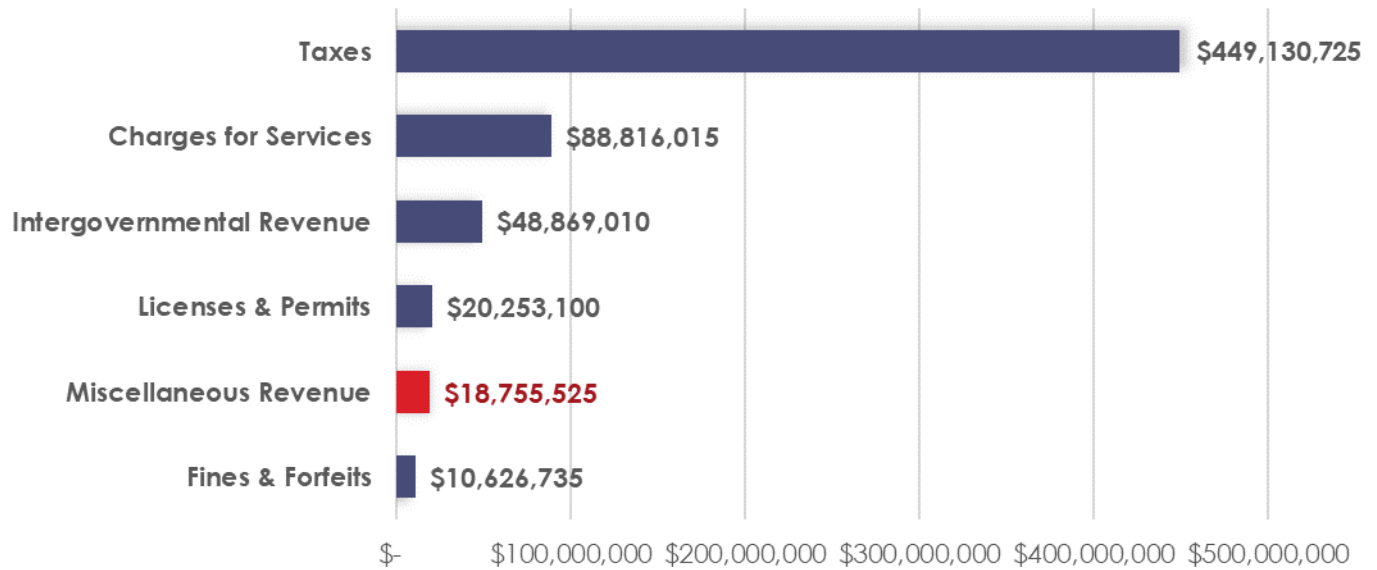
The Police Department issues Sunday permits (\$25 per Sunday) allowing a business to operate on Sunday due to unusual or extenuating circumstances.

WIRING PERMITS

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

MISCELLANEOUS REVENUE

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110



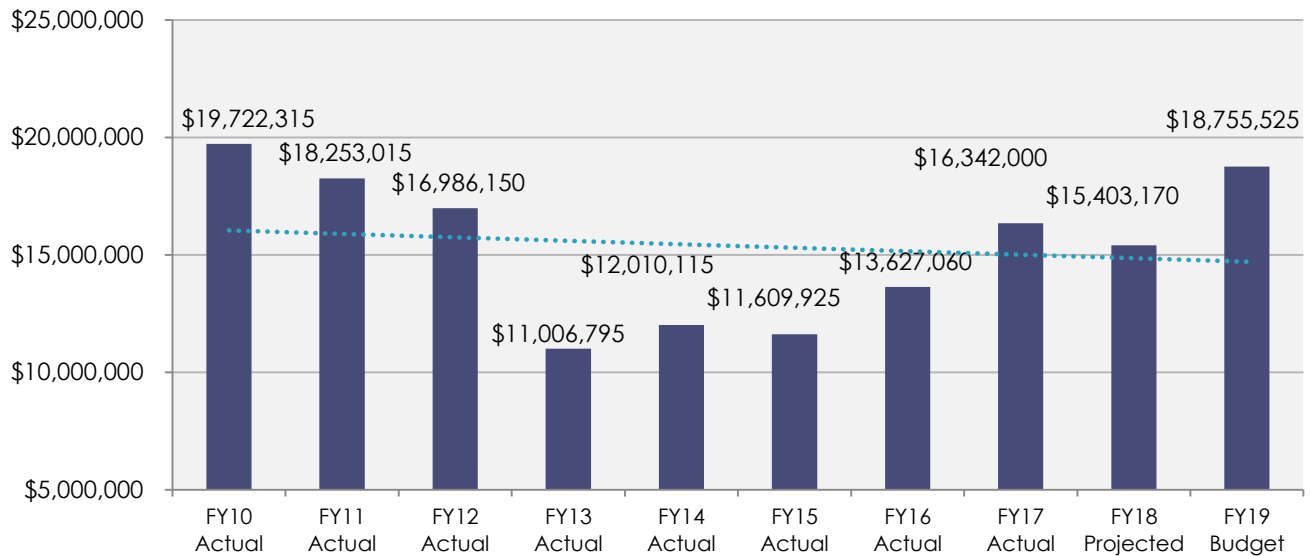
MISCELLANEOUS REVENUE SUMMARY

| MISCELLANEOUS REVENUE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET | % OF FY19 MISC. REVENUE |
|-----------------------|----------------|-------------------|----------------|----------------------------|
| INTEREST EARNINGS | \$3,043,405 | \$1,850,000 | \$1,850,000 | 9.9% |
| OTHER MISC. RECEIPTS | \$13,207,735 | \$13,463,170 | \$16,825,525 | 89.7% |
| SALE OF CITY PROPERTY | \$90,860 | \$90,000 | \$80,000 | 0.4% |
| TOTAL | \$16,342,000 | \$15,403,170 | \$18,755,525 | 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 2.9% of total General Fund revenues.

TEN-YEAR HISTORY OF MISCELLANEOUS REVENUE



INTEREST EARNINGS

FY19: \$1,850,000

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 requests 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 \$1,610,000 have been included in the Operating Budget. In addition to this amount, \$200,000 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 (\$1,610,000), Public Works (\$40,000), and Traffic, Parking & Transportation (\$140,000).

MISCELLANEOUS REVENUE

OTHER MISCELLANEOUS REVENUE

FY19: \$16,825,525

| OTHER MISCELLANEOUS REVENUE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------|---------------------|---------------------|---------------------|
| Bus Shelter Advertising | \$44,610 | \$44,610 | \$34,645 |
| Claims Trust Transfer | \$8,920,000 | \$9,020,000 | \$11,500,000 |
| Debt Stabilization Transfer | \$1,700,000 | \$2,000,000 | \$3,500,000 |
| Misc. Reimbursement | \$112,410 | \$151,125 | \$153,655 |
| Miscellaneous School Receipts | \$379,510 | \$200,000 | \$200,000 |
| Other Miscellaneous Revenue | \$713,330 | \$755 | \$0 |
| Overtime Reimbursement | \$121,960 | \$115,000 | \$95,000 |
| Recycling | \$32,525 | \$13,810 | \$10,000 |
| Royalties | \$5,705 | \$2,800 | \$2,225 |
| Sale of City Animals | \$375 | \$0 | \$0 |
| School Stabilization Fund | \$517,970 | \$495,070 | \$0 |
| Teacher Retirement Transfer | \$600,000 | \$600,000 | \$600,000 |
| Traffic Knockdown | \$29,340 | \$30,000 | \$30,000 |
| Traffic Mitigation Funds | \$30,000 | \$30,000 | \$30,000 |
| Utility Net Metering Credits | \$0 | \$760,000 | \$670,000 |
| TOTAL | \$13,207,360 | \$13,463,170 | \$16,825,525 |

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. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs. The increase of \$2,480,000 reflects the increase in employee contributions from non-union and unionized employees.

DEBT STABILIZATION TRANSFER

This fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. In FY19, \$3,500,000 will be used to cover debt service costs.

MISCELLANEOUS REIMBURSEMENT

The Public Works Department receives reimbursements (\$38,155) 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.

OVERTIME REIMBURSEMENT

The Police (\$55,000) and Public Works (\$40,000) Departments receive reimbursements from various outside organizations for overtime and services provided by city personnel.

RECYCLING

The City's Public Works Department 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, and scans from the Commission's collections.

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 FY19 amount is consistent with previous year allocations and available revenues.

TRAFFIC KNOCKDOWN

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

TRAFFIC MITIGATION FUNDS

The 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 TPT.

UTILITY NET METERING CREDITS

Virtual net metering credits are earned for energy produced by renewable generating facilities that the City participates in.

MISCELLANEOUS REVENUE

SALE OF CITY PROPERTY

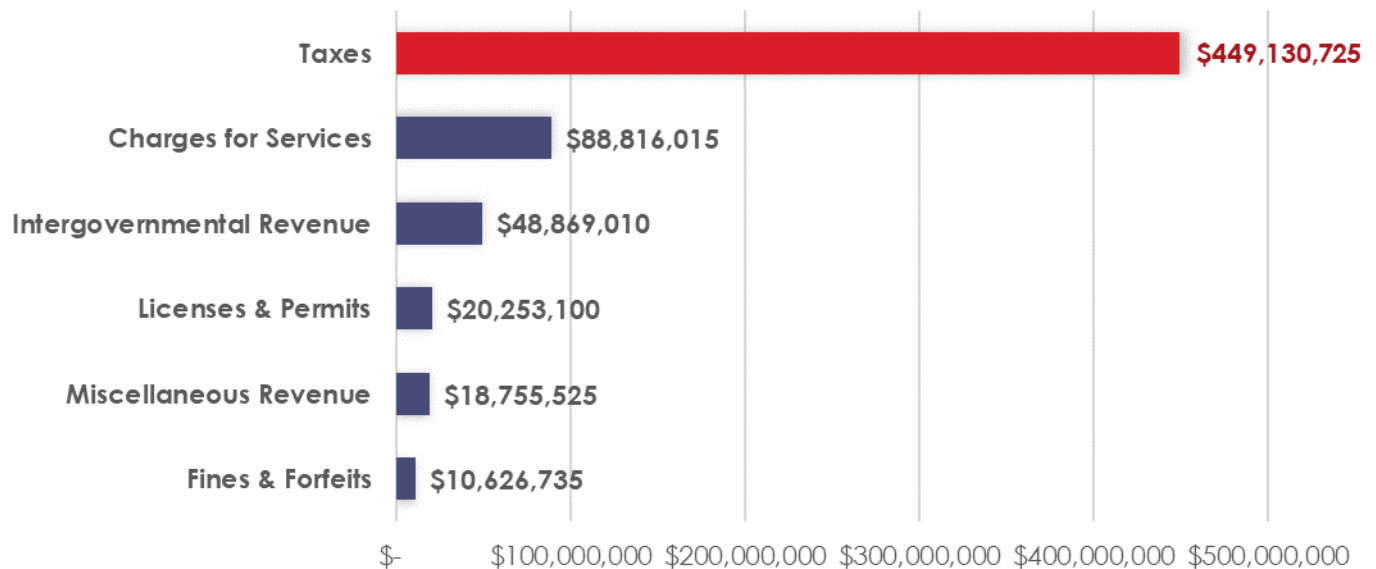
FY19: \$80,000

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

FY19 OPERATING BUDGET - REVENUES BY CATEGORY: \$636,451,110



TAXES SUMMARY

| TAXES | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET | % OF FY19 TAXES |
|---------------------------------|----------------------|----------------------|----------------------|--------------------|
| CORPORATION EXCISE TAX | \$412,500 | \$412,500 | \$412,500 | 0.1% |
| HOTEL/MOTEL EXCISE TAX | \$17,104,850 | \$14,400,000 | \$14,400,000 | 3.2% |
| IN LIEU OF TAX PAYMENTS | \$7,248,930 | \$6,950,000 | \$6,950,000 | 1.5% |
| MEALS EXCISE TAX | \$4,815,070 | \$4,450,000 | \$4,450,000 | 1.0% |
| MOTOR VEHICLE EXCISE TAX | \$7,804,965 | \$7,200,000 | \$7,200,000 | 1.6% |
| PENALTIES & DELINQUENT INTEREST | \$869,660 | \$700,000 | \$700,000 | 0.2% |
| PERSONAL PROPERTY TAX | \$21,420,903 | \$22,496,762 | \$24,071,050 | 5.4% |
| REAL PROPERTY TAX | \$371,774,331 | \$368,123,404 | \$390,947,175 | 87.0% |
| TOTAL | \$431,451,209 | \$424,732,666 | \$449,130,725 | 100.0% |

TAXES

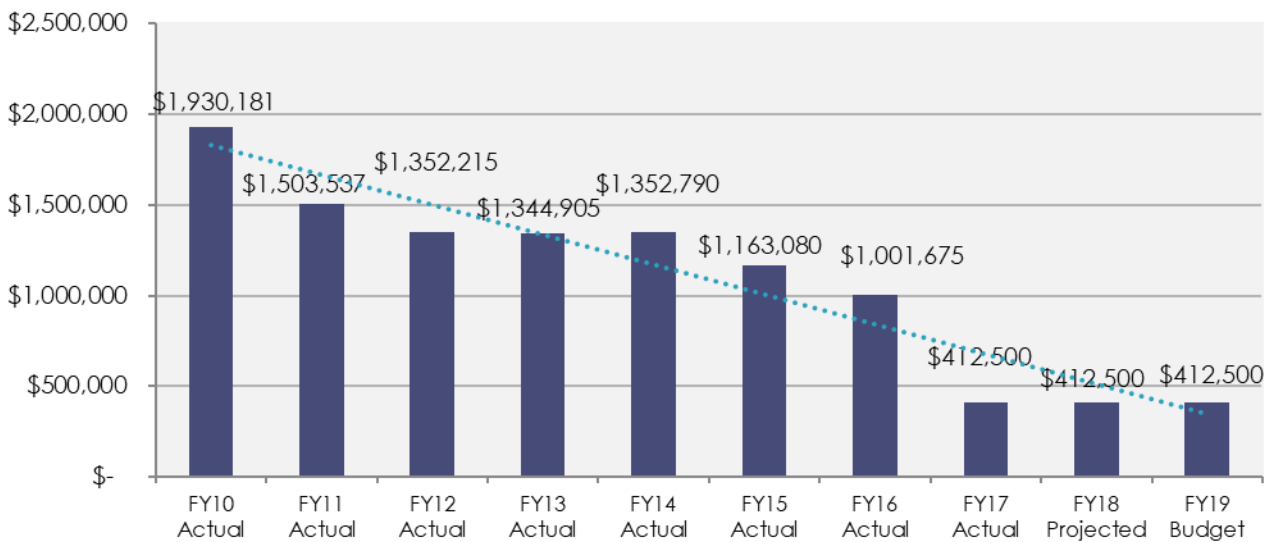
Taxes, primarily property taxes, are assessed and levied by the City to fund a wide range of community services. Taxes will account for 70.6% of total General Fund revenues.

CORPORATION EXCISE TAX

FY19: \$412,500

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



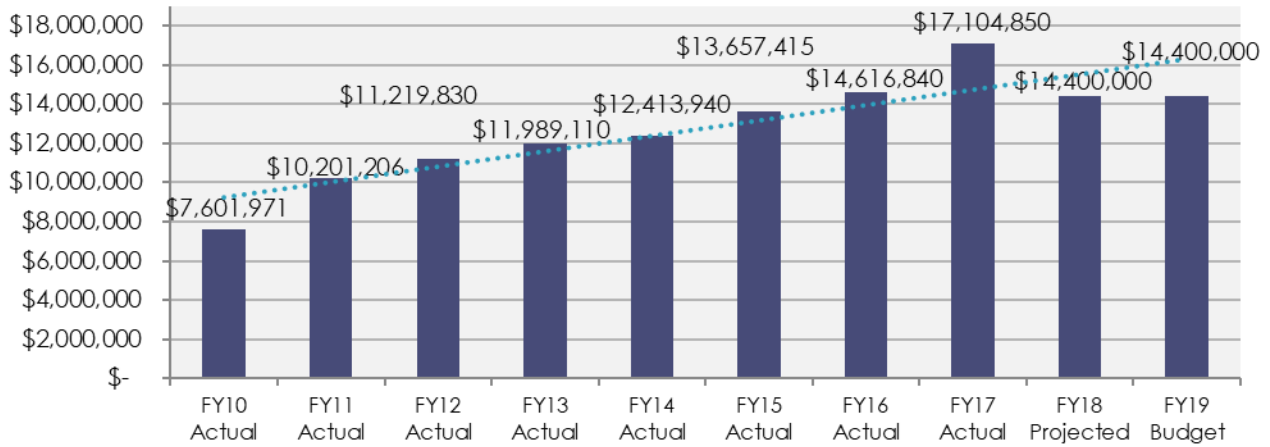
HOTEL/MOTEL EXCISE TAX

FY19: \$14,400,000

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



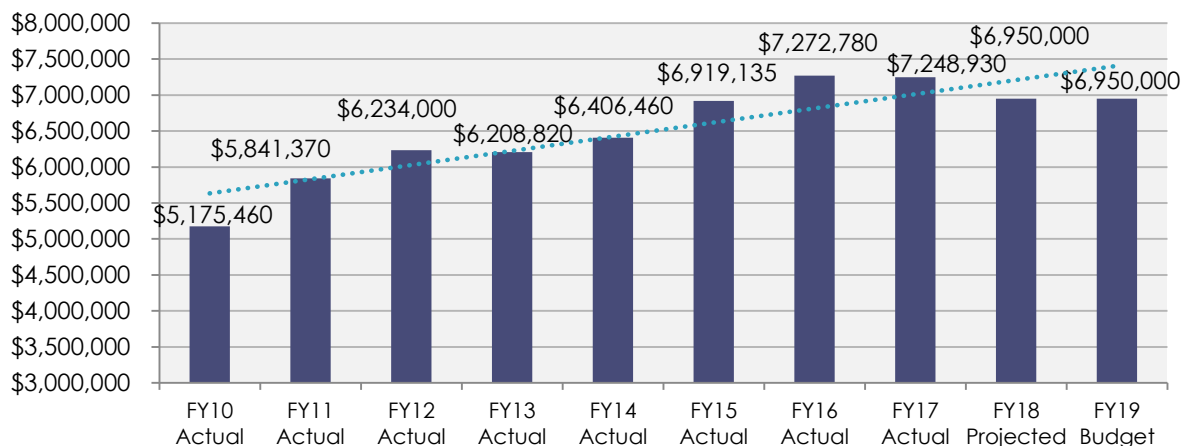
IN LIEU OF TAX PAYMENTS

FY19: \$6,950,000

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



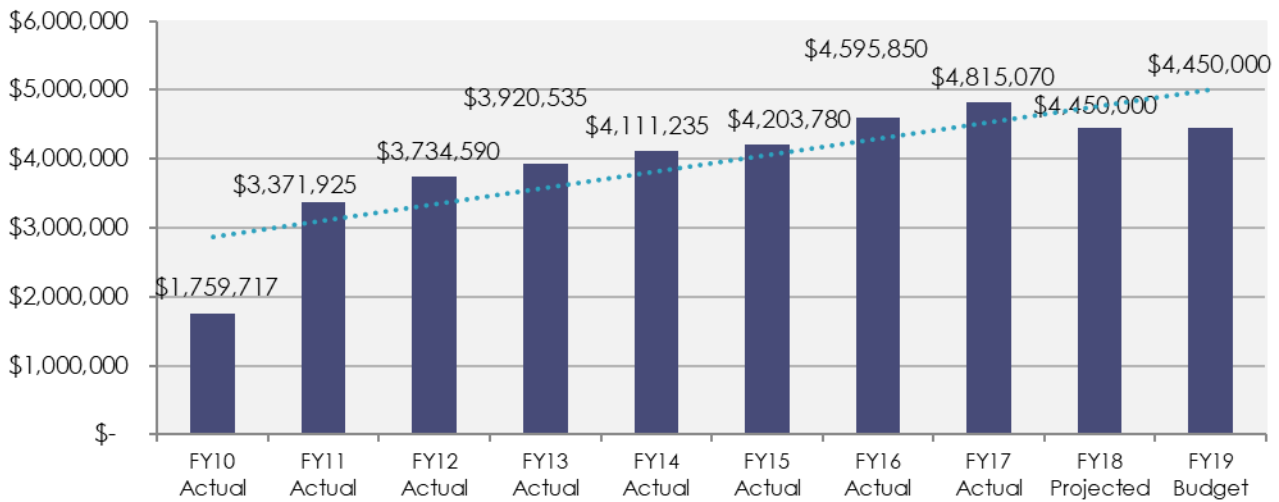
TAXES

MEALS EXCISE TAX

FY19: \$4,450,000

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%.

TEN-YEAR HISTORY OF MEALS EXCISE TAX



MOTOR VEHICLE EXCISE TAX

FY19: \$7,200,000

EXCISE TAX RECEIPTS

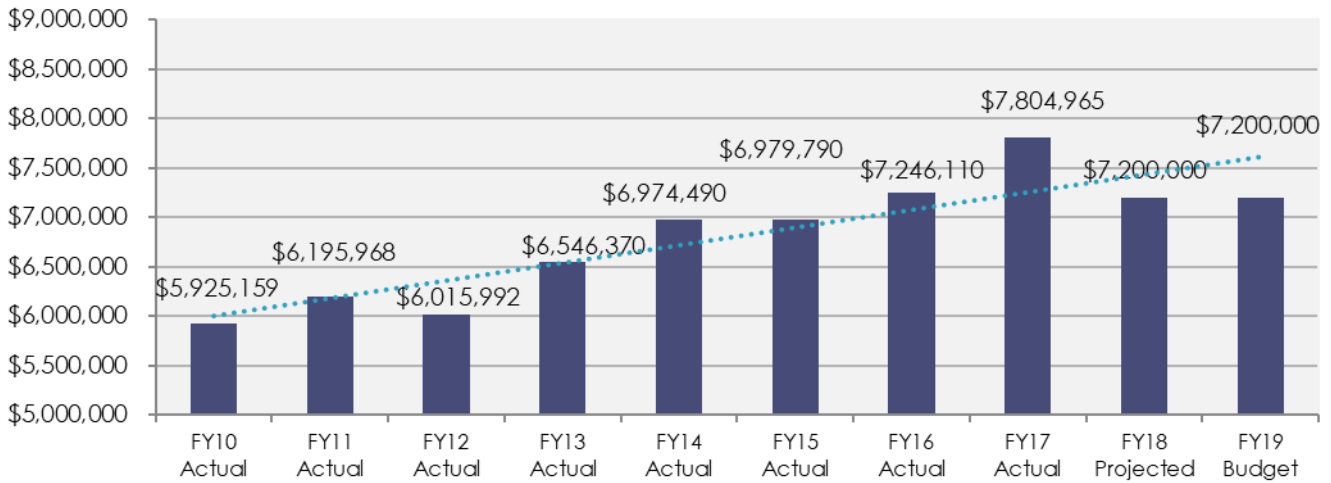
The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated, and information is provided to the deputy collectors on a quicker and more accurate basis. In FY18, the City sent out approximately 55,000 excise bills. The City has a web-based payment system that allows excise taxpayers to pay their bill online using their Visa or MasterCard credit cards.

REGISTRY NON-RENEWAL SYSTEM

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

TAXES

TEN-YEAR HISTORY OF MOTOR VEHICLE EXCISE TAX



FY19: \$700,000

PENALTIES & DELINQUENT INTEREST

DELINQUENT INTEREST

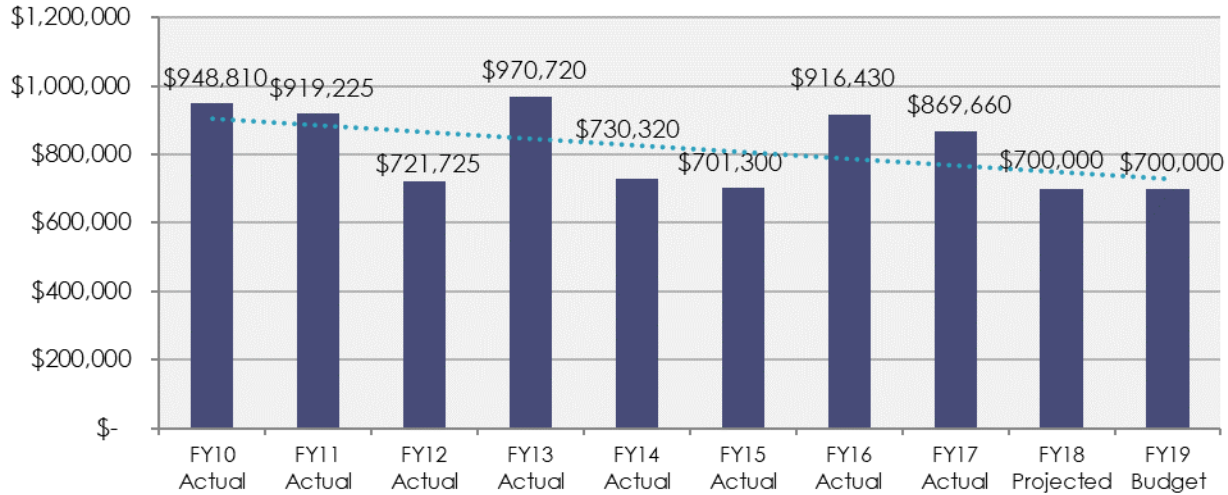
The City receives interest on overdue taxes and water/sewer service charges. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14% from the due date. Tax title accounts are charged 16% from 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

FY19: \$24,071,050

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 good biotechnology and high-tech base as well. Manufacturing corporations pay personal property tax to the City on poles, wires, and conduit.

The personal property tax is projected to produce roughly 5.8% 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 (FY18) | | |
|--|----------------------------|-------------|
| 1 | NSTAR Electric/ Eversource | \$3,681,177 |
| 2 | Novartis | \$2,470,828 |
| 3 | NSTAR Gas / Eversource | \$1,348,676 |
| 4 | Kendall Green Energy | \$1,172,710 |
| 5 | Millennium Pharmaceutical | \$838,071 |
| 6 | Akamai | \$679,233 |
| 7 | Amgen | \$610,717 |
| 8 | Level 3 Communications | \$601,567 |
| 9 | Comcast | \$526,497 |
| 10 | Verizon | \$492,955 |

TAXES

REAL PROPERTY TAX

FY19: \$390,947,175

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

TAX LEVIES & COLLECTIONS

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

| FISCAL YEAR | TAX LEVY | OVERLAY RESERVE ABATEMENTS | NET TAX LEVY (1) | COLLECTIONS DURING FY PAYABLE (2) | |
|-------------|---------------|----------------------------|------------------|-----------------------------------|---------------|
| | | | | AMOUNT | % OF NET LEVY |
| FY18 | \$389,080,359 | \$4,520,140 | \$384,560,219 | - | - |
| FY17 | \$372,674,087 | \$4,388,635 | \$368,285,452 | \$362,130,356 | 98.33% |
| FY16 | \$354,430,753 | \$4,377,717 | \$350,053,036 | \$350,616,668 | 99.80% |
| FY15 | \$341,445,455 | \$4,604,198 | \$336,841,257 | \$337,734,019 | 100.30% |
| FY14 | \$328,544,945 | \$4,544,945 | \$324,000,000 | \$324,657,391 | 100.20% |

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:

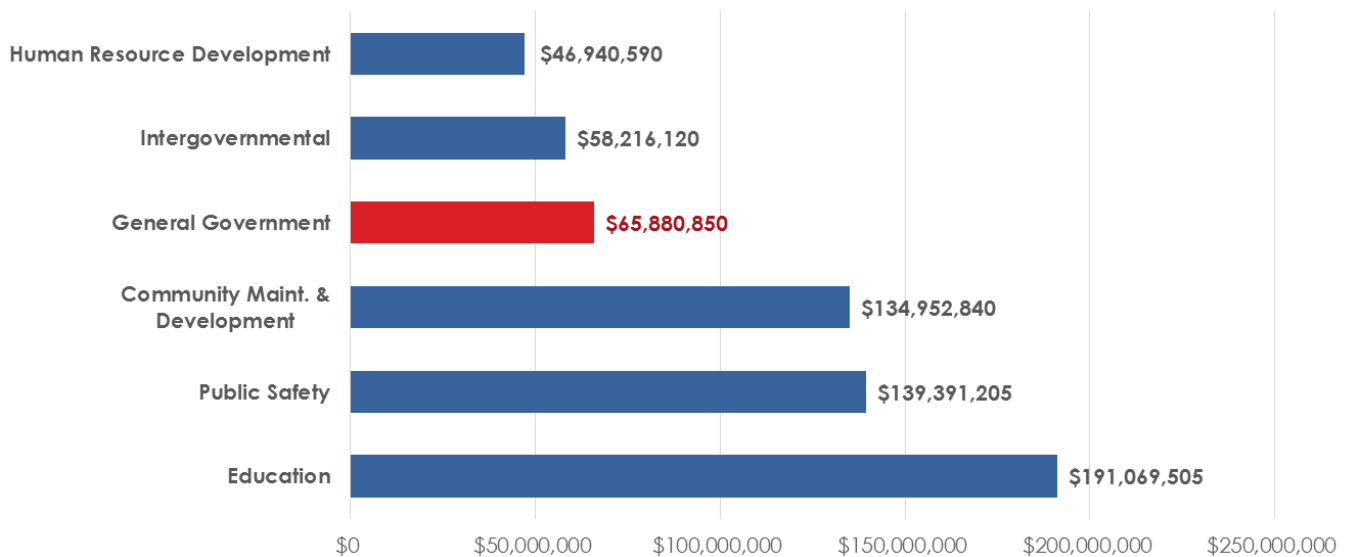
| FISCAL YEAR | TAX LEVY | Overlay Reserve | | ABATEMENTS DURING FY OF EACH TAX LEVY |
|-------------|---------------|-----------------|-----------------|---------------------------------------|
| | | AMOUNTS | % OF TOTAL LEVY | |
| FY18 | \$389,080,359 | \$4,520,140 | 1.2% | - |
| FY17 | \$372,674,087 | \$4,388,635 | 1.2% | \$1,442,442 |
| 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 |

SECTION V

EXPENDITURES/SERVICE PROGRAMS

GENERAL GOVERNMENT

FY19 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$636,451,110



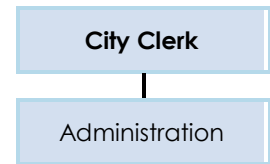
GENERAL GOVERNMENT

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 PROPOSED |
|------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$863,940 | \$856,150 | \$856,150 |
| FINES & FORFEITS | \$316,500 | \$316,500 | \$316,500 |
| INTERGOVERNMENTAL REVENUE | \$13,347,110 | \$13,579,100 | \$14,070,705 |
| LICENSES & PERMITS | \$53,650 | \$52,020 | \$52,020 |
| MISCELLANEOUS REVENUE | \$12,222,295 | \$11,360,000 | \$13,710,000 |
| TAXES | \$48,553,920 | \$39,263,845 | \$36,875,475 |
| TOTAL BUDGETED REVENUE | \$75,357,415 | \$65,427,615 | \$65,880,850 |
| PROGRAM EXPENDITURES | | | |
| CITY CLERK | \$1,164,035 | \$1,255,215 | \$1,336,520 |
| CITY COUNCIL | \$1,866,290 | \$1,991,665 | \$1,962,825 |
| ELECTION COMMISSION | \$1,393,055 | \$1,260,795 | \$1,477,185 |
| EMPLOYEE BENEFITS | \$21,265,300 | \$26,972,865 | \$33,464,165 |
| EXECUTIVE | \$2,600,690 | \$2,785,190 | \$3,391,565 |
| FINANCE | \$16,157,845 | \$17,463,580 | \$19,184,230 |
| GENERAL SERVICES | \$628,425 | \$606,570 | \$652,090 |
| LAW | \$6,062,745 | \$2,548,650 | \$2,578,685 |
| MAYOR | \$589,190 | \$652,475 | \$725,375 |
| PUBLIC CELEBRATIONS | \$896,050 | \$1,127,640 | \$1,068,210 |
| RESERVE | \$0 | \$0 | \$40,000 |
| TOTAL BUDGETED EXPENDITURES | \$52,623,625 | \$56,023,990 | \$65,880,850 |

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 began to post the records of City Council votes on the Open Meeting Portal. The Open Meeting Portal serves as the online repository of City Council agendas, minutes, and videos. In FY19, the Clerk's Office will continue to improve the quality of supporting documents, such as maps and other scanned items, in the Open Meeting Portal to enhance transparency and user experience.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$261,465 | \$256,500 | \$256,500 |
| INTERGOVERNMENTAL REVENUE | \$19,300 | \$19,300 | \$19,300 |
| LICENSES & PERMITS | \$44,170 | \$40,000 | \$40,000 |
| TAXES | \$911,210 | \$1,036,305 | \$1,020,720 |
| TOTAL BUDGETED REVENUE | \$1,236,145 | \$1,352,105 | \$1,336,520 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,064,855 | \$1,135,205 | \$1,215,990 |
| OTHER ORDINARY MAINTENANCE | \$98,785 | \$116,110 | \$116,110 |
| TRAVEL & TRAINING | \$395 | \$3,900 | \$4,420 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,164,035 | \$1,255,215 | \$1,336,520 |
| FULL-TIME BUDGETED EMPLOYEES | 10 | 9 | 9 |

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 public.



A couple married by the City Clerk in the Sullivan Chamber on January 19, 2018.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 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 | 100% | 100% | 100% |

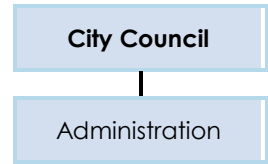
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,064,855 | \$1,135,205 | \$1,215,990 |
| OTHER ORDINARY MAINTENANCE | \$98,785 | \$116,110 | \$116,110 |
| TRAVEL & TRAINING | \$395 | \$3,900 | \$4,420 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,164,035 | \$1,255,215 | \$1,336,520 |
| FULL-TIME BUDGETED EMPLOYEES | 10 | 9 | 9 |

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 (\$1,591,650): 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 (\$298,475): 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 (\$0): This is a biennial allocation for the City Council Inaugural. The next inaugural celebration will take place in FY20, thus no funding is required in the FY19 budget.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| INTERGOVERNMENTAL REVENUE | \$14,110 | \$14,110 | \$14,110 |
| TAXES | \$1,866,095 | \$1,995,245 | \$1,948,715 |
| TOTAL BUDGETED REVENUE | \$1,880,205 | \$2,009,355 | \$1,962,825 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,765,570 | \$1,852,535 | \$1,840,725 |
| OTHER ORDINARY MAINTENANCE | \$51,590 | \$79,130 | \$49,400 |
| TRAVEL & TRAINING | \$49,130 | \$60,000 | \$72,700 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,866,290 | \$1,991,665 | \$1,962,825 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 2 |

CITY COUNCIL - ADMINISTRATION



Front Row: Dennis J. Carlone, E. Denise Simmons, Vice Mayor Jan Devereux, Sumbul Siddiqui, and Alanna M. Mallon.
Back Row: Timothy J. Toomey, Jr., Quinton Y. Zondervan, Mayor Marc C. McGovern, and Craig A. Kelley.













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 preservation and development of housing, with an emphasis on the needs of low-income residents.

- **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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase access to affordable housing for all income groups.
-  2. Ensure that Cambridge offers economic and educational opportunity to all.
-  3. Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience.
-  4. Expand and deepen community engagement.
-  5. Develop more proactive, inclusive, and transparent City planning process.
-  6. Make it easy to move safely through the City, especially by sustainable modes of transportation.
-  7. Increase opportunities for all residents to enjoy the City's open spaces.
-  8. Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem.
-  9. Improve Council's capacity to collaborate more effectively, make better decisions, and increase its accountability to the public.
-  10. Ensure City's budget allocates resources responsibly and responsively.
-  11. Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge's core values.
-  12. Eliminate bias within the City workplace and wider community.

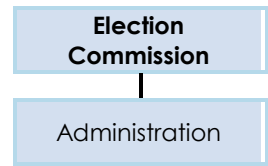
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,765,570 | \$1,852,535 | \$1,840,725 |
| OTHER ORDINARY MAINTENANCE | \$51,590 | \$79,130 | \$49,400 |
| TRAVEL & TRAINING | \$49,130 | \$60,000 | \$72,700 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,866,290 | \$1,991,665 | \$1,962,825 |
| 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 2017, approximately 66,955 individuals were registered to vote in Cambridge. In 2016, for the first time in Massachusetts, registered voters were given the opportunity to vote before Election Day and a total of 19,921 registered Cambridge voters chose to cast their ballots early. The City offered early voting sites with varying schedules located throughout Cambridge, 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. This year, voters will be given the opportunity to vote early once again for the 2018 State Election.

In FY19, the Election Commission will begin utilizing a new computerized voting system, which is expected to go live for the 2018 State Primary Election.

DEPARTMENT FINANCIAL OVERVIEW







| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$700 | \$700 | \$700 |
| INTERGOVERNMENTAL REVENUE | \$124,425 | \$82,250 | \$82,250 |
| TAXES | \$1,185,045 | \$1,177,475 | \$1,394,235 |
| TOTAL BUDGETED REVENUE | \$1,310,170 | \$1,260,425 | \$1,477,185 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,118,655 | \$1,030,655 | \$1,226,785 |
| OTHER ORDINARY MAINTENANCE | \$274,400 | \$227,870 | \$248,130 |
| TRAVEL & TRAINING | \$0 | \$2,270 | \$2,270 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,393,055 | \$1,260,795 | \$1,477,185 |
| FULL-TIME BUDGETED EMPLOYEES | 9 | 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.

FY19 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. Conduct 2018 State Primary and State Election in an effective and cost-efficient manner, using a new computerized voting system. Develop outreach to introduce the new system to the public. Recruit, appoint, train, and maintain professional standards for over 200 poll workers.
-  6. Redevelop and implement procedures for the 2018 early voting period based on experience from 2016 in accordance with state election regulations. Conduct early voting at the Election Commission office and designate and staff five additional accessible offsite early voting locations.
-  7. Increase education and outreach regarding pre-registration of 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Percent of households that responded to City Census | 66% | 68% | 70% |
| 1 | Individual households contacted | 53,009 | 53,500 | 53,500 |
| 1 | Online Census response | 2,559 | 2,800 | 3,000 |
| 2 | In-person, mail-in, online, and RMV voter registrations | 22,000 | 10,000 | 13,000 |
| 2 | Number of registered voters | 66,955 | 69,000 | 63,000 |
| 5 | Elections administered | 2 | 1 | 2 |
| 5 | Absentee ballots sent | 5,960 | 1,227 | 1,500 |
| 6 | Early Voting Ballots Processed | 19,921 | n/a | 10,000 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,118,655 | \$1,030,655 | \$1,226,785 |
| OTHER ORDINARY MAINTENANCE | \$274,400 | \$227,870 | \$248,130 |
| TRAVEL & TRAINING | \$0 | \$2,270 | \$2,270 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,393,055 | \$1,260,795 | \$1,477,185 |
| FULL-TIME BUDGETED EMPLOYEES | 9 | 9 | 9 |

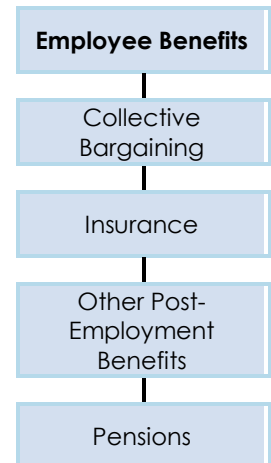
EMPLOYEE BENEFITS

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 allocation in 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 | \$23,485,436 | \$15,656,619 | \$1,039,885 | \$8,830,887 | \$49,012,827 |
| Harvard Pilgrim | \$7,587,602 | \$5,058,291 | \$ 98,290 | \$2,853,056 | \$15,597,239 |
| Tufts | \$5,058,402 | \$3,372,195 | \$215,350 | \$1,902,037 | \$10,547,984 |
| TOTAL | \$36,131,440 | \$24,087,105 | \$1,353,525 | \$13,585,980 | \$75,158,050 |
| PENSIONS | | | | | |
| Contributory | \$28,663,560 | \$4,942,868 | \$806,470 | \$6,384,967 | \$40,797,865 |
| Non-Contributory | - | - | - | \$700,000 | \$700,000 |
| TOTAL | \$28,663,560 | \$4,942,868 | \$806,470 | \$7,084,967 | \$41,497,865 |

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|---|---------------------|---------------------|---------------------|
| INTERGOVERNMENTAL REVENUE | \$12,336,795 | \$12,495,860 | \$12,987,285 |
| MISCELLANEOUS REVENUE | \$9,520,000 | \$9,620,000 | \$12,100,000 |
| TAXES | \$17,049,835 | \$10,383,210 | \$8,376,880 |
| TOTAL BUDGETED REVENUE | \$38,906,630 | \$32,499,070 | \$33,464,165 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$20,570,540 | \$20,060,165 | \$32,530,565 |
| OTHER ORDINARY MAINTENANCE | \$694,000 | \$882,700 | \$903,600 |
| TRAVEL & TRAINING | \$760 | \$30,000 | \$30,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$21,265,300 | \$26,972,865 | \$33,464,165 |
| 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|--------------------|
| SALARIES & WAGES | \$473,175 | \$406,685 | \$6,487,200 |
| OTHER ORDINARY MAINTENANCE | \$17,880 | \$17,880 | \$17,880 |
| TRAVEL & TRAINING | \$760 | \$30,000 | \$30,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$491,815 | \$454,565 | \$6,535,080 |
| 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 (\$198,900): 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 (\$3,272,410): 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$4,371,925 | \$3,079,350 | \$3,622,410 |
| OTHER ORDINARY MAINTENANCE | \$676,120 | \$864,820 | \$885,720 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$5,048,045 | \$3,944,170 | \$4,508,130 |
| 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 the Governmental Accounting Standards Board (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 \$11 million in contributions to the OPEB Trust Fund. A contribution of \$2 million is included in the FY19 Budget. The OPEB Working Group will continue to provide recommendations for funding strategies for the OPEB liability.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 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 (\$6,384,970), Non-Contributory Pensions (\$700,000), and Retirees' Health Insurance (\$13,335,985). 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| SALARIES & WAGES | \$13,725,440 | \$20,574,130 | \$20,420,955 |
| OTHER ORDINARY MAINTENANCE | \$0 | \$0 | \$0 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$13,725,440 | \$20,574,130 | \$20,420,955 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

EXECUTIVE

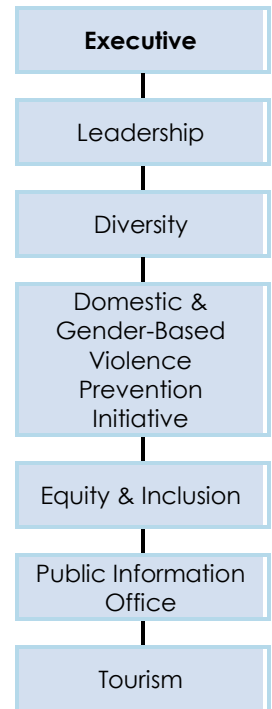
DEPARTMENT OVERVIEW

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 City Manager, Deputy City Manager, and their 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 19 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, the Public Information Office, and the new position of Housing Ombudsman. The Cambridge Office for Tourism (COT), a nonprofit agency, receives City funds budgeted in this Department and the Deputy City Manager serves as the COT Vice Chair.



DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$40,000 | \$40,000 | \$40,000 |
| FINES & FORFEITS | \$215,000 | \$215,000 | \$215,000 |
| INTERGOVERNMENTAL REVENUE | \$163,865 | \$163,685 | \$163,865 |
| TAXES | \$2,044,155 | \$2,382,425 | \$2,972,700 |
| TOTAL BUDGETED REVENUE | \$2,463,020 | \$2,801,110 | \$3,391,565 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,956,495 | \$2,006,020 | \$2,377,215 |
| OTHER ORDINARY MAINTENANCE | \$605,105 | \$723,600 | \$962,800 |
| TRAVEL & TRAINING | \$39,090 | \$55,570 | \$51,550 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,600,690 | \$2,785,190 | \$3,391,565 |
| FULL-TIME BUDGETED EMPLOYEES | 11 | 12 | 14 |





EXECUTIVE - LEADERSHIP

MISSION & SERVICES

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 the city. The Deputy City Manager chairs the Community Benefits Advisory Committee and leads 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 FY19, the City Manager's Office will continue to enhance communication between the City administration, City Council, and the community. The Office will also work to maintain the City's strong fiscal position and provide high quality services to the community, while minimizing the impact on taxpayers. The City Manager's Advisory Committee meets regularly to discuss citywide topics of interest, enhance interactions with the community, and proactively address issues. The Office facilitates coordination between staff of different boards and commissions to increase opportunities for collaboration, enhance sharing of information and resources, and better serve the public. The Office will provide leadership to the City's equity and inclusion efforts to support the growth and skills of City leaders, managers, and employees. In FY19, the City will create a Housing Ombudsman position to work across departments and agencies to support residents and help address gaps in housing support.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide oversight for all major capital construction and renovation projects, including: King Open and Cambridge Street Upper Schools & Community Complex, Tobin/Vassal Lane Upper Schools, Foundry, and Vail Court.
-  2. 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.
-  3. Continue work with nonprofits through the Community Benefits Advisory Committee to oversee the use of mitigation funds to best serve the community's needs.
-  4. Work with 22-CityView, CCTV, and Cambridge Educational Access Television to implement a strategic roadmap for effective delivery of public, educational, and government cable services. Begin the ascertainment process in advance of the Cable License renewal process.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,463,055 | \$1,440,775 | \$1,565,060 |
| OTHER ORDINARY MAINTENANCE | \$39,645 | \$47,250 | \$50,700 |
| TRAVEL & TRAINING | \$38,640 | \$49,170 | \$44,700 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,541,340 | \$1,537,195 | \$1,660,460 |
| FULL-TIME BUDGETED EMPLOYEES | 7 | 8 | 9 |

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 Employees' Committee on Diversity 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.

The mission of the Cambridge LGBTQ+ 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. In FY18, the Commission hired a new part-time Research Associate to research and help implement policies and practices related to LGBTQ+ issues in Cambridge, assist with report writing and other initiatives, and serve as a key liaison for the LGBTQ+ Commission.

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|-----------------|-------------------|-----------------|
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$11,185 | \$13,200 | \$17,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$11,185 | \$13,200 | \$17,000 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

EXECUTIVE - DOMESTIC & GENDER-BASED VIOLENCE PREVENTION INITIATIVE

MISSION & SERVICES

The Coordinator for the Domestic and Gender-Based Violence Prevention Initiative (DGBVPI) 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 FY19, the DGBVPI will hire a part-time Prevention Specialist to deepen the Initiative's engagement with youth and create and implement an innovative youth peer leadership curriculum.

FY19 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 to enhance the impact of the DGBVPI.
-  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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of interviews, focus groups, and forums with members of diverse ethnic and linguistic communities | 9 | 12 | 15 |
| 2 | Number of participants in trainings and awareness raising activities | 843 | 400 | 600 |
| 2 | Percent of training attendees who said they strongly agree or agree that the training increased their knowledge about the topic | 81% | 85% | 87% |
| 2 | Total number of Police Department staff and community partners who participated in the Trauma Informed Law Enforcement Training | 103 | 115 | 125 |
| 3 | Number of partners or collaborators in trainings and outreach efforts | 43 | 40 | 50 |
| 4 | Meetings, forums, presentations, and outreach activities by the men's group in coordination with the DGBVPI | 10 | 15 | 18 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$107,350 | \$111,200 | \$180,380 |
| OTHER ORDINARY MAINTENANCE | \$48,030 | \$108,200 | \$116,200 |
| TRAVEL & TRAINING | \$0 | \$750 | \$1,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$155,380 | \$220,150 | \$297,580 |
| FULL-TIME BUDGETED EMPLOYEES | 1 | 1 | 1 |

EXECUTIVE - OFFICE OF EQUITY AND INCLUSION

MISSION & SERVICES




The Office of Equity and Inclusion upholds, reaffirms, and guides the City’s commitment to equal employment opportunity, access, diversity, equity, and inclusion and puts these matters at the heart of what the City’s workforce does. It assists department heads in setting and achieving equity and inclusion goals for hiring, promoting, and retaining qualified employees, and in creating and maintaining a diverse and inclusive workforce that is free from discrimination, harassment, and retaliation. The Office prepares and submits workforce reports to the Equal Employment Opportunity Commission and implements and monitors all federal, state, and municipal equal employment opportunity and non-discrimination policies, mandates, and directives to ensure that the City is in full compliance.

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

- Ensuring that the City complies with all equal employment opportunity laws and regulations, and conceptualizing and cultivating diversity, equity, and inclusion as City priorities.
- Collaborating with officials and administrators to ensure non-discriminatory practices during recruitment, hiring, training, promotion, employment decisions, and all related personnel actions.
- Providing prompt, fair, and impartial processing of discrimination complaints, and providing guidance and counseling as needed to mediate employees’ interpersonal disputes or conflicts.
- Updating and implementing the City’s Affirmative Action Plan consistent with compliance regulations, including the establishment of goals and internal systems to measure performance.
- Monitoring City-funded construction projects for contractor compliance with all federal, state, and local regulations as part of the Cambridge Responsible Employer Program.

Building on the Cambridge Leadership Initiative, the Office will work with consultants, Personnel, and City colleagues to develop a comprehensive plan for achieving diversity in City recruitment, hiring, retention, and promotion policies and practices. The FY19 budget includes \$200,000 for this initiative.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Collaborate with Open Data Coordinator and Public Information Office to continually update the Equity and Inclusion Dashboard to monitor the City's progress toward its equity and inclusion goals, and further transparency.
-  2. Conduct trainings and facilitate community dialogues on matters such as implicit bias in collaboration with other City departments.
-  3. Promote and connect the City with emerging best practices in equity, inclusion, and diversity in support of the Cambridge Leadership Initiative goals and the Mayor's Diversity Initiative.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$100,655 | \$146,975 | \$152,740 |
| OTHER ORDINARY MAINTENANCE | \$300 | \$9,000 | \$201,450 |
| TRAVEL & TRAINING | \$0 | \$3,000 | \$3,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$100,955 | \$158,975 | \$357,190 |
| 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, media, 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, increase communication with the City Council, help build internal staff’s communication capacity, and ensure that public information, regardless of the medium, is accessible to persons with disabilities. The PIO produces four citywide publications that are mailed to every residential household (two *CityView* newsletters and two editions of *The Cambridge Life* magazine), and produces the City’s print and digital version of its Annual Report. Additionally, the Office produces weekly email updates to resident subscribers and weekly email newsletters to employees.

The 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, the 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. Staff also participate in a number of the City’s equity and inclusion initiatives.

The Director of Communications and Community Relations oversees the 311/Customer Relationship Management (CRM) program that focuses on improving the quality and timeliness of responses to requests for information and non-emergency services, and improving outreach and communications from the City. In FY19, the PIO budget includes the addition of a full-time Project Manager/Business Analyst to support the work of the CRM project. The Director is also managing the City’s engagement with Harvard University’s Government Performance Lab (GPL). As part of *What Works Cities*, GPL is supporting the City’s development of its results-driven CRM project.

FY19 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 Project Manager/Business Analyst, assist the Executive Office and City departments in establishing policies and business processes related to the implementation of the CRM program.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$285,435 | \$307,070 | \$479,035 |
| OTHER ORDINARY MAINTENANCE | \$88,945 | \$128,950 | \$160,450 |
| TRAVEL & TRAINING | \$450 | \$2,650 | \$2,850 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$374,830 | \$438,670 | \$642,335 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 3 |

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.

COT is managed by a 14-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 three full-time employees and two part-time employees. Please visit www.cambridgeusa.org for more information.



Cambridge Office for Tourism website.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Average hotel occupancy percentage | 80% | 81% | 81% |
| 1 | Average hotel room rate/revenue per available room | \$248/\$201 | \$245/\$199 | \$245/\$200 |
| 2 | Number of familiarization tours hosted | 146 | 145 | 150 |
| 3 | Increase in Twitter/Instagram followers | 15%/34% | 12%/25% | 10%/12% |
| 3 | Increase in website pageviews/sessions | 16%/-4% | 15%/2% | 14%/5% |

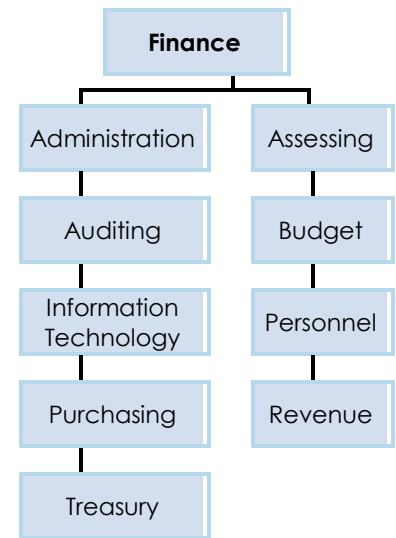
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 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 FY17 Certified Free Cash balance of \$211.1 million, the largest Free Cash balance in the City's history. In addition, in FY18, 69% 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 million to \$181 million in FY18. In FY19, 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$561,775 | \$558,950 | \$558,950 |
| INTERGOVERNMENTAL REVENUE | \$480,290 | \$595,650 | \$595,650 |
| MISCELLANEOUS REVENUE | \$2,702,295 | \$1,740,000 | \$1,610,000 |
| TAXES | \$21,238,200 | \$17,659,895 | \$16,419,630 |
| TOTAL BUDGETED REVENUE | \$24,982,560 | \$20,554,495 | \$19,184,230 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$11,643,240 | \$12,169,260 | \$13,412,495 |
| OTHER ORDINARY MAINTENANCE | \$4,191,775 | \$4,941,620 | \$5,385,210 |
| TRAVEL & TRAINING | \$263,795 | \$289,900 | \$323,725 |
| EXTRAORDINARY EXPENDITURES | \$59,035 | \$62,800 | \$62,800 |
| TOTAL BUDGETED EXPENDITURES | \$16,157,845 | \$17,463,580 | \$19,184,230 |
| FULL-TIME BUDGETED EMPLOYEES | 94 | 97 | 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 since 1999 from all three major credit rating agencies.



2017 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 FY17, the City of Cambridge awarded \$210,000 in scholarships to 84 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.

FY19 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.**
5. **Work with Senior Leadership to review and implement City Council goals.**

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$248,600 | \$254,840 | \$227,900 |
| OTHER ORDINARY MAINTENANCE | \$312,655 | \$379,050 | \$379,750 |
| TRAVEL & TRAINING | \$1,645 | \$4,150 | \$4,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$562,900 | \$638,040 | \$612,150 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 1 | 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 through the Envision Cambridge project and short-term rental 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.

FY19 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 FY19 residential property values are based on 2017 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Commercial buildings inspected | 204 | 220 | 225 |
| 1 | Tax exempt properties inspected | 140 | 160 | 165 |
| 1 | 1, 2, and 3-family houses and condominium units inspections | 2,812 | 2,000 | 2,200 |
| 2 | Deeds processed | 2,169 | 1,900 | 2,100 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,657,665 | \$1,710,275 | \$1,817,890 |
| OTHER ORDINARY MAINTENANCE | \$515,885 | \$491,035 | \$534,265 |
| TRAVEL & TRAINING | \$14,290 | \$14,400 | \$14,400 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$2,800 | \$2,800 |
| TOTAL BUDGETED EXPENDITURES | \$2,187,840 | \$2,218,510 | \$2,369,355 |
| 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 FY19, 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 continue to perform cash audits of departments in FY19 to ensure cash received is properly handled, disbursements are authorized, and balances match deposits.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | City and School purchase orders processed | 16,682 | 16,500 | 16,500 |
| 2 | Number of invoices processed | 40,915 | 42,000 | 42,000 |
| 2 | Percent of invoices posted within one day | 85% | 90% | 90% |
| 4 | Percent of accounts payable payments submitted electronically | 75% | 80% | 80% |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|-------------------|------------------|
| SALARIES & WAGES | \$1,001,820 | \$980,550 | \$961,220 |
| OTHER ORDINARY MAINTENANCE | \$4,370 | \$5,000 | \$5,900 |
| TRAVEL & TRAINING | \$575 | \$1,400 | \$2,125 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,006,765 | \$986,950 | \$969,245 |
| 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.



Community Learning Center students vote for their favorite PB projects.

In 2017, the Budget Office organized the City's fourth PB process in which 6,778 residents voted to spend \$867,000 in FY19 capital funding on the following projects: 100 trees, critical resource kits for the homeless, flashing light signs at 10 crosswalks, 10 outdoor water bottle fill stations, new musical instruments for the Cambridge Rindge and Latin School, four living moss walls, and Gately Youth Center upgrades. More details are provided in the Public Investment section and online at pb.cambridgema.gov.

In February 2018, the Budget Office coordinated the City's second 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 \$25,000. 217 residents purchased \$1,858,000 in minibonds, with a median order size of \$5,000 and an average order size of \$8,562. To learn more, visit minibonds.cambridgema.gov.

FY19 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 process.
- 👥** 3. Expand outreach and increase engagement to make minibonds more accessible to residents.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 2 | Number of Cambridge residents age 12 and older who voted in PB | 4,730 | 6,778 | 8,000 |
| 3 | Number of Cambridge residents who purchased minibonds | 230 | 217 | 250 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|------------------|------------------|
| SALARIES & WAGES | \$662,310 | \$636,970 | \$654,155 |
| OTHER ORDINARY MAINTENANCE | \$58,790 | \$63,765 | \$79,000 |
| TRAVEL & TRAINING | \$3,380 | \$250 | \$5,100 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$724,480 | \$700,985 | \$738,255 |
| FULL-TIME BUDGETED EMPLOYEES | 5 | 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 FY18, ITD launched online permitting and payment for the Fire Department and License Commission, created a public comment and display system and closed caption capability in the Sullivan Chamber, expanded WiFi and other technology at all of the City's youth centers, made significant upgrades to City infrastructure, completed rollout of a new Voice over Internet Protocol (VoIP) phone system for City departments, and replaced wireless access points to provide more reliable WiFi service.

Looking ahead, ITD will continue to strengthen and update its strategic plan. In addition, ITD will continue to develop tools that improve communication with the public through the Customer Relationship Management system as well as enhance audiovisual installations in public meeting spaces to enrich the public meeting process. ITD continues to collaborate with City departments to innovate and improve department operations through the use of technology.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain the basic systems and software that support City services while keeping systems up-to-date with changing technologies.**
-  2. **Streamline and enhance services, transparency, and access to information to improve citizens' interactions with the City.**
-  3. **Continue to lead the E-Gov process to ensure the City's IT investments allow departments to best serve the Cambridge community.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Percent of infrastructure projects completed within fiscal year | 45% | 60% | 70% |
| 2 | Total number of datasets available on the Open Data Portal | 205 | 230 | 250 |
| 2 | Percent of departments that have updated web design and content | 40% | 61% | 75% |
| 2 | Number of GIS interactive maps | 16 | 17 | 19 |
| 3 | Percent of E-Gov innovation projects completed within fiscal year | 65% | 70% | 70% |

DIVISION FINANCIAL OVERVIEW





| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$4,240,830 | \$4,519,250 | \$5,125,165 |
| OTHER ORDINARY MAINTENANCE | \$2,375,075 | \$2,958,140 | \$3,313,940 |
| TRAVEL & TRAINING | \$76,525 | \$83,000 | \$88,000 |
| EXTRAORDINARY EXPENDITURES | \$59,035 | \$60,000 | \$60,000 |
| TOTAL BUDGETED EXPENDITURES | \$6,751,465 | \$7,620,390 | \$8,587,105 |
| FULL-TIME BUDGETED EMPLOYEES | 32 | 34 | 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 performs outreach and recruitment, provides information about City employment opportunities, ensures that fair labor practices are followed, and fosters good relations among employees to create a productive and professional environment. The Division will support and continue to offer programs that expand the City's cultural competency offerings, including workshops that focus awareness on sexual orientation/gender identity and by continuing to expand on the Cambridge Leadership Initiative. Upcoming priorities include an online applicant tracking system, an improved document management system, an evaluation of our compensation practices under the new pay equity law, and a review of City policies through the lens of diversity and inclusion.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Total job postings | 160 | 140 | 150 |
| 2 | Number of participants in programs that enhance cultural competency, including valuing diversity, preventing sexual harassment, and sexual orientation/gender identity offerings | 346 | 1,100 | 600 |
| 3 | Number of courses, consultations, facilitations, training sessions, and workshops offered | 275 | 350 | 290 |
| 4 | City collective bargaining agreements settled for the fiscal year | 11 | 12 | 12 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,310,295 | \$1,234,890 | \$1,703,255 |
| OTHER ORDINARY MAINTENANCE | \$641,360 | \$693,250 | \$713,250 |
| TRAVEL & TRAINING | \$161,865 | \$181,500 | \$201,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,113,520 | \$2,109,640 | \$2,618,005 |
| 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. Purchasing assists to ensure that new construction and development projects are sustainable.

The Department is actively involved in the procurement processes relating to several major construction projects throughout the city.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Invitations for bids | 114 | 115 | 114 |
| 1 | Construction bids | 65 | 70 | 70 |
| 1 | Requests for proposals | 6 | 6 | 4 |
| 1 | Purchase orders issued | 11,267 | 11,000 | 11,100 |
| 1 | Designer selection requests for qualifications | 1 | 4 | 3 |
| 1 | Number of contracts executed | 452 | 455 | 460 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|--------------------|
| SALARIES & WAGES | \$823,990 | \$935,920 | \$993,000 |
| OTHER ORDINARY MAINTENANCE | \$17,290 | \$19,280 | \$22,305 |
| TRAVEL & TRAINING | \$3,135 | \$1,200 | \$3,600 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$844,415 | \$956,400 | \$1,018,905 |
| FULL-TIME BUDGETED EMPLOYEES | 7 | 8 | 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.

FY19 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 to implement Tyler cashiering software in additional departments, 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 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 | 97% | 97% | 97% |
| 1 | Percent of current year water/sewer bills collected | 99% | 99% | 99% |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,048,980 | \$1,114,610 | \$1,196,990 |
| OTHER ORDINARY MAINTENANCE | \$145,775 | \$168,500 | \$170,800 |
| TRAVEL & TRAINING | \$1,020 | \$2,500 | \$3,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,195,775 | \$1,285,610 | \$1,370,790 |
| FULL-TIME BUDGETED EMPLOYEES | 8 | 8 | 9 |

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 transfer (EFT) payments in their operations. In FY19, the Treasury Division will continue to streamline cash receipts processed by implementing and increasing credit card payments throughout the City. Eight locations currently allow credit card processing or the ability to pay with a credit card online.

FY19 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.
-  2. Continue to investigate ways to provide additional transparency to the City's taxpayers in most cost efficient manner possible.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 2 | Number of locations accepting credit card payments | 8 | 10 | 10 |
| 2 | Number of locations accepting online credit card payments | 7 | 8 | 9 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$648,750 | \$781,955 | \$732,920 |
| OTHER ORDINARY MAINTENANCE | \$120,575 | \$163,600 | \$166,000 |
| TRAVEL & TRAINING | \$1,360 | \$1,500 | \$1,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$770,685 | \$947,055 | \$900,420 |
| FULL-TIME BUDGETED EMPLOYEES | 6 | 7 | 6 |

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 is continuing to implement the VoIP phone system for School divisions.

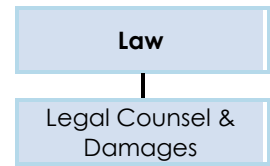
DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| FINES & FORFEITS | \$4,000 | \$4,000 | \$4,000 |
| INTERGOVERNMENTAL REVENUE | \$94,825 | \$94,825 | \$94,825 |
| TAXES | \$611,910 | \$503,725 | \$553,265 |
| TOTAL BUDGETED REVENUE | \$710,735 | \$602,550 | \$652,090 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$266,960 | \$253,570 | \$273,590 |
| OTHER ORDINARY MAINTENANCE | \$361,465 | \$353,000 | \$378,500 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$628,425 | \$606,570 | \$652,090 |
| 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 nine 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.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 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 | \$2,069,965 | \$2,401,840 | \$2,428,685 |
| TOTAL BUDGETED REVENUE | \$2,219,965 | \$2,551,840 | \$2,578,685 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,612,195 | \$1,880,005 | \$1,894,040 |
| OTHER ORDINARY MAINTENANCE | \$370,480 | \$454,400 | \$470,400 |
| TRAVEL & TRAINING | \$4,080,070 | \$214,245 | \$214,245 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$6,062,745 | \$2,548,650 | \$2,578,685 |
| FULL-TIME BUDGETED EMPLOYEES | 11 | 13 | 13 |

LAW - ADMINISTRATION

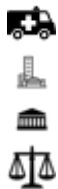
MISSION & SERVICES

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 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 including compliance with the Open Meeting Law and the Public Records Law.

The Department recently added a Public Records Access Officer to its staff to increase effectiveness in responding to public records requests. The Public Records Access Officer works under the direct supervision of the City Solicitor and assists City departments in reviewing and responding to public records requests. The City also invested in the purchase of public records management software to assist in managing the high volume of public records requests that the City receives. The Law Department, in conjunction with ITD, organized and conducted training sessions on using this software for individuals throughout the City designated as the "public records contact" for their department.

FY19 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. Provide increased training opportunities, outreach, and support to members of all boards and commissions pertaining to the Open Meeting Law, the Public Records Law, and other relevant topics.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of claims filed against City | 155 | 137* | n/a |
| 1 | Number of written opinions and City Council Order responses issued | 68 | 50* | n/a |
| 1 | Number of lawsuits filed against City | 52 | 19* | n/a |
| 2 | Training sessions conducted | 13 | 9 | 6 |
| 2 | Employees and members of boards and commissions in attendance | 130 | 79 | 40 |

*FY18 projected figures are FY18 actuals as of April 2, 2018.

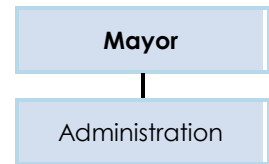
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,612,195 | \$1,880,005 | \$1,894,040 |
| OTHER ORDINARY MAINTENANCE | \$370,480 | \$454,400 | \$470,400 |
| TRAVEL & TRAINING | \$4,080,070 | \$214,245 | \$214,245 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$6,062,745 | \$2,548,650 | \$2,578,685 |
| FULL-TIME BUDGETED EMPLOYEES | 11 | 13 | 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: 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 standard of constituent service.

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

Community Leadership: The Mayor promotes unity and forges new partnerships throughout the city. The Mayor may occasionally appoint special commissions or task forces to examine issues of concern to the citizenry. Community Leadership funds are used for printing, mailing, and other organizational or public information expenses.

Governmental Relations: 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| INTERGOVERNMENTAL REVENUE | \$32,000 | \$32,000 | \$32,000 |
| TAXES | \$639,920 | \$621,595 | \$693,375 |
| TOTAL BUDGETED REVENUE | \$671,920 | \$653,595 | \$725,375 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$445,245 | \$482,260 | \$549,745 |
| OTHER ORDINARY MAINTENANCE | \$117,475 | \$146,130 | \$146,130 |
| TRAVEL & TRAINING | \$26,470 | \$24,085 | \$29,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$589,190 | \$652,475 | \$725,375 |
| FULL-TIME BUDGETED EMPLOYEES | 6 | 4 | 6 |

MAYOR - ADMINISTRATION



Mayor Marc C. McGovern.

MISSION & SERVICES

Affordable Housing: In collaboration with the City Council, City Administration, and housing providers, the Mayor will work to advance zoning and policy initiatives that increase and preserve the stock of affordable and market-rate housing in the city.

Immigration Services: The Mayor's Office will leverage community partners and municipal services to help residents impacted by federal policies, advancing the vision that immigration is local. The Mayor's Office has initiated an Immigrant Legal Defense Fund and has an Immigration Liaison accessible from his office.

Community Engagement: The Mayor's Office works to unify the interests of the City and its residents by facilitating long-term, sustainable relationships between City agencies, community-based organizations, and residents. These efforts will include establishing a Mayor's Outreach Team to engage residents and small businesses with the goal of improving access to Cambridge services.

Equity, Access, and Achievement in Education: The Mayor will focus on supporting Cambridge Public Schools' vision and work to achieve sustainable post-secondary success for each student. The Mayor aims to identify and chip away at existing opportunity gaps, expand access to high-quality early childhood education, and challenge food insecurity in our schools. With a proactive approach to health and wellness, the Mayor's Office will strive to build partnerships that promote equity and access to the City's extensive resources and programming.

Homelessness and Addiction Programs: The Mayor’s Office will promote a regional approach to engage homelessness and addiction issues, addressing immediate needs and supporting long-term initiatives to move individuals out of homelessness and/or dependency.

Institutional Partnerships and Nonprofit Collaboration: The Mayor’s Office will work to enhance the collaborative relationship between schools, businesses, nonprofits, and universities to broaden access to resources and institutional wealth for the benefit of Cambridge residents. Additionally, the Mayor will continue to bring together nonprofit organizations and providers of social service programming to coordinate interests. The Mayor supports a diverse and robust local business ecosystem.

Environment and Resiliency: In collaboration with City Council and City departments, the Mayor’s Office will promote resilient infrastructure projects while working to mitigate the impact of climate change on vulnerable and minority populations. The Mayor’s Office will continue to support the City’s efforts on energy efficiency programs and advocating for local food and healthy commuting options.

Diversity, Inclusion, and Fairness: The Mayor’s Office will continue to build upon the work of previous administrations and City commissions promoting a safer and more inclusive community. The Mayor’s Office will also focus on making local government more inclusive and responsive to all, with special emphasis on supporting LGBTQ+ populations, people of color, and persons with disabilities.

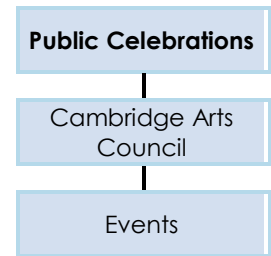
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| SALARIES & WAGES | \$445,245 | \$482,260 | \$549,745 |
| OTHER ORDINARY MAINTENANCE | \$117,475 | \$146,130 | \$146,130 |
| TRAVEL & TRAINING | \$26,470 | \$24,085 | \$29,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$589,190 | \$652,475 | \$725,375 |
| FULL-TIME BUDGETED EMPLOYEES | 6 | 4 | 6 |

PUBLIC CELEBRATIONS

DEPARTMENT OVERVIEW

The Public Celebrations budget includes allocations for the Cambridge Arts Council, the Multicultural Arts Center, community events, and holiday celebrations. Many programs and events funded by the Public Celebrations budget directly support the Council's goals of expanding and deepening community engagement, offering economic and educational opportunity to all, and increasing opportunities for residents to enjoy the City's open spaces.



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.

DEPARTMENT FINANCIAL OVERVIEW





| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|--------------------|--------------------|
| INTERGOVERNMENTAL REVENUE | \$31,500 | \$31,420 | \$31,420 |
| LICENSES & PERMITS | \$6,980 | \$9,520 | \$9,520 |
| TAXES | \$897,585 | \$1,062,130 | \$1,027,270 |
| TOTAL BUDGETED REVENUE | \$936,065 | \$1,103,070 | \$1,068,210 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$484,740 | \$660,505 | \$639,235 |
| OTHER ORDINARY MAINTENANCE | \$410,645 | \$465,810 | \$427,650 |
| TRAVEL & TRAINING | \$665 | \$1,325 | \$1,325 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$896,050 | \$1,127,640 | \$1,068,210 |
| FULL-TIME BUDGETED EMPLOYEES | 4 | 5 | 5 |

PUBLIC CELEBRATIONS - CAMBRIDGE ARTS COUNCIL

MISSION & SERVICES

With support from the Massachusetts Cultural Council, Cambridge Community Foundation, and local businesses and corporations, 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 in the city. 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 (CSArt)* 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 innovative 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of grant awards | 38 | 39 | 40 |
| 2 | Estimated audience at events | 242,500 | 245,000 | 250,000 |
| 2 | Number of artists presented | 448 | 560 | 560 |
| 2 | Number of artists participating in Cambridge Open Studios | 166 | 170 | 200 |
| 3 | Artworks in the City collection | 226 | 230 | 233 |
| 3 | Number of artworks receiving consistent maintenance | 170 | 175 | 175 |
| 4 | Number of participants attending gallery-related exhibitions and events | 6,500 | 7,000 | 7,000 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$484,740 | \$660,505 | \$639,235 |
| OTHER ORDINARY MAINTENANCE | \$106,610 | \$146,900 | \$106,900 |
| TRAVEL & TRAINING | \$665 | \$1,325 | \$1,325 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$592,015 | \$808,730 | \$747,460 |
| FULL-TIME BUDGETED EMPLOYEES | 4 | 5 | 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 (\$60,750).

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. In FY18, the Multicultural Arts Center, the Cambridge Arts Council, and the City partnered to offer *Arts & Community Dialogues*, a series of four community-based dialogues that use performing arts as a catalyst for conversation and direct engagement on critical and timely topics. These community dialogues provide much-needed opportunities for residents to come together, share an artistic experience, and discuss issues that are often divisive and painful within communities. This year, the discussions focus on race, discrimination, equity in education, and the immigrant experience in Cambridge and beyond.



Residents enjoy the City's annual Dance Party in June.

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 in June.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$304,035 | \$318,910 | \$320,750 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$304,035 | \$318,910 | \$320,750 |
| 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 FY19, the City has allocated \$40,000 for this purpose. Funds are transferred from the Reserve account to department cost centers.

Reserve Transfers:

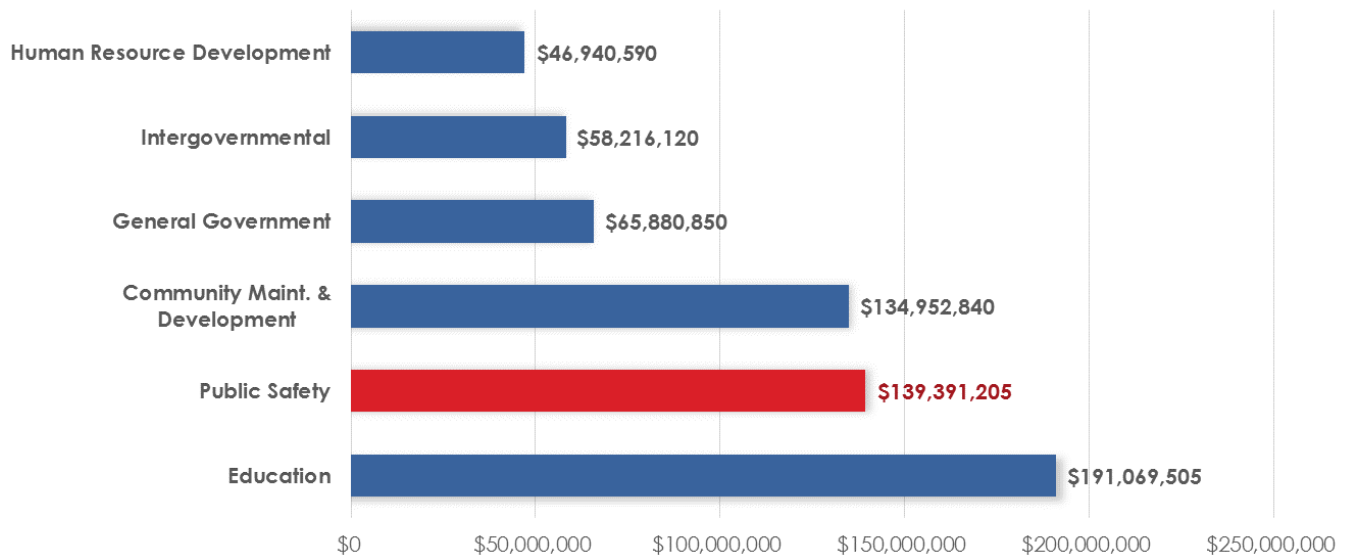
- FY18: 200 copies of the *Identity, Relationships, and Media Activity Guide for Cambridge's Youth-Serving Programs* were delivered to City-run programs in youth centers and other clubs, activities, and afterschool programs in Cambridge (\$2,050).
- FY17: Voter notification cards were sent to residents 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).

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|-----------------|-------------------|-----------------|
| TAXES | \$40,000 | \$40,000 | \$40,000 |
| TOTAL BUDGETED REVENUE | \$40,000 | \$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

FY19 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$636,451,110



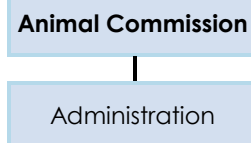
PUBLIC SAFETY

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|
| CHARGES FOR SERVICES | \$9,471,355 | \$9,932,960 | \$10,065,245 |
| FINES & FORFEITS | \$9,080,820 | \$8,977,390 | \$8,947,040 |
| INTERGOVERNMENTAL REVENUE | \$1,136,395 | \$1,136,395 | \$1,136,395 |
| LICENSES & PERMITS | \$29,414,850 | \$30,943,230 | \$19,492,080 |
| MISCELLANEOUS REVENUE | \$489,530 | \$260,500 | \$370,500 |
| TAXES | \$88,773,170 | \$97,743,570 | \$99,379,945 |
| TOTAL BUDGETED REVENUE | \$138,366,120 | \$148,994,045 | \$139,391,205 |
| PROGRAM EXPENDITURES | | | |
| ANIMAL COMMISSION | \$340,095 | \$409,100 | \$467,155 |
| ELECTRICAL | \$2,667,765 | \$2,681,565 | \$2,926,360 |
| EMERGENCY COMMUNICATIONS | \$5,285,360 | \$7,158,260 | \$7,446,925 |
| FIRE | \$48,524,390 | \$50,605,650 | \$50,713,730 |
| INSPECTIONAL SERVICES | \$3,419,020 | \$3,520,115 | \$3,707,390 |
| LICENSE COMMISSION | \$1,198,590 | \$1,316,035 | \$1,323,705 |
| POLICE | \$55,208,285 | \$55,784,340 | \$59,191,260 |
| POLICE REVIEW AND ADVISORY BOARD | \$1,490 | \$3,660 | \$3,700 |
| TRAFFIC, PARKING & TRANSPORTATION | \$11,934,100 | \$12,491,135 | \$13,453,955 |
| WEIGHTS & MEASURES | \$148,345 | \$153,595 | \$157,025 |
| TOTAL BUDGETED EXPENDITURES | \$128,727,440 | \$134,123,455 | \$139,391,205 |

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. 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. In FY19, the Animal Commission will continue to work with the Community Development Department and the community to look for more appropriate open space locations to increase off-leash opportunities.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| CHARGES FOR SERVICES | \$10,000 | \$10,095 | \$10,000 |
| FINES & FORFEITS | \$2,225 | \$2,100 | \$2,000 |
| LICENSES & PERMITS | \$46,510 | \$60,000 | \$50,000 |
| MISCELLANEOUS REVENUE | \$375 | \$0 | \$0 |
| TAXES | \$301,475 | \$385,970 | \$405,155 |
| TOTAL BUDGETED REVENUE | \$360,585 | \$458,165 | \$467,155 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$326,410 | \$396,255 | \$448,700 |
| OTHER ORDINARY MAINTENANCE | \$13,585 | \$12,745 | \$18,305 |
| TRAVEL & TRAINING | \$100 | \$100 | \$150 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$340,095 | \$409,100 | \$467,155 |
| FULL-TIME BUDGETED EMPLOYEES | 3 | 4 | 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.



This young doe was observed by Animal Commission staff near Jerry's Pond.

With the addition of a fourth Animal Control Officer in FY18 and the anticipated mid-year addition of a fifth Animal Control Officer in FY19, the Commission can 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 Commission has also extended coverage to weekends and until 7:00 p.m. on weekdays.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of dog licenses issued | 3,974 | 4,100 | 4,200 |
| 1 | Number of dogs picked up as strays or impounded | 52 | 50 | 50 |
| 1 | Number of dogs returned to owner | 52 | 50 | 50 |
| 1 | Number of dogs and cats adopted | 17 | 17 | 17 |
| 2 | Number of animals vaccinated | 82 | 90 | 95 |
| 3 | Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, coyotes, turkeys, and exotic pets) transported | 119 | 116 | 120 |

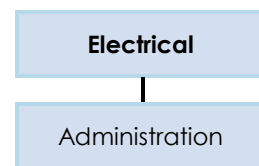
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$326,410 | \$396,255 | \$448,700 |
| OTHER ORDINARY MAINTENANCE | \$13,585 | \$12,745 | \$18,305 |
| TRAVEL & TRAINING | \$100 | \$100 | \$150 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$340,095 | \$409,100 | \$467,155 |
| FULL-TIME BUDGETED EMPLOYEES | 3 | 4 | 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.

The Electrical Department has replaced approximately 98% of the exterior lights with energy efficient LED technology fixtures. The new LED fixtures have significantly reduced energy consumption, outages, and repairs over the last few years. This project also included the installation of an adaptive lighting control system, which allows the Department to remotely activate and adjust over 35 different schedules to provide more consistent and location-specific illumination throughout the city.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$984,210 | \$940,000 | \$820,000 |
| INTERGOVERNMENTAL REVENUE | \$207,865 | \$207,865 | \$207,865 |
| LICENSES & PERMITS | \$22,935 | \$22,935 | \$22,935 |
| MISCELLANEOUS REVENUE | \$29,340 | \$30,000 | \$30,000 |
| TAXES | \$1,899,045 | \$1,805,875 | \$1,845,560 |
| TOTAL BUDGETED REVENUE | \$3,143,395 | \$3,006,675 | \$2,926,360 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,738,365 | \$1,776,910 | \$1,864,730 |
| OTHER ORDINARY MAINTENANCE | \$815,245 | \$863,955 | \$1,006,460 |
| TRAVEL & TRAINING | \$11,825 | \$700 | \$5,170 |
| EXTRAORDINARY EXPENDITURES | \$102,330 | \$40,000 | \$50,000 |
| TOTAL BUDGETED EXPENDITURES | \$2,667,765 | \$2,681,565 | \$2,926,360 |
| FULL-TIME BUDGETED EMPLOYEES | 14 | 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 repair an underground conduit.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of fire alarm street boxes | 642 | 655 | 665 |
| 1 | Number of fire alarm systems in municipal buildings | 41 | 42 | 43 |
| 1 | Number of fire alarm system tests performed in City buildings | 35 | 42 | 42 |
| 1 | Number of service calls for disconnection/reconnection of private buildings | 14,542 | 15,000 | 15,000 |
| 1 | Cost per test/disconnect/reconnect - street boxes | \$31.82 | \$32.46 | \$33.11 |
| 2 | Percent of defective street lights repaired within 72 hours | 80% | 90% | 90% |
| 2 | Number of lights repaired | 347 | 300 | 300 |
| 2 | Percent of decorative street lights and park lights converted to LED | 87% | 98% | 100% |

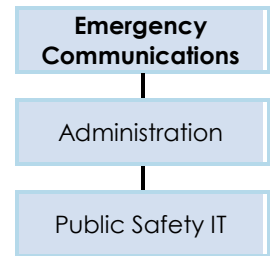
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,738,365 | \$1,776,910 | \$1,864,730 |
| OTHER ORDINARY MAINTENANCE | \$815,245 | \$863,955 | \$1,006,460 |
| TRAVEL & TRAINING | \$11,825 | \$700 | \$5,170 |
| EXTRAORDINARY EXPENDITURES | \$102,330 | \$40,000 | \$50,000 |
| TOTAL BUDGETED EXPENDITURES | \$2,667,765 | \$2,681,565 | \$2,926,360 |
| FULL-TIME BUDGETED EMPLOYEES | 14 | 14 | 14 |

EMERGENCY COMMUNICATIONS

DEPARTMENT OVERVIEW

The Emergency Communications Department (ECD) serves as the vital communication link between Fire, Police, and Emergency Medical Services (EMS) and the residents, businesses, employees, and visitors to the City of Cambridge who seek those services. ECD staff work alongside Fire, Police, and EMS responders by providing high quality communication and information technology services needed to preserve life, conserve property, and build long-term relationships with the public, demonstrating 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" first responders. Our professionals handle emergency 911 calls, non-emergency Police and Fire Department calls, and after hours calls for other City departments, and they dispatch all calls for service for Police, Fire, and EMS throughout the city. ECC is the communication hub for emergency services in the City of Cambridge and the staff is trained to quickly assess situations and react to the events reported to them to efficiently coordinate a public safety response. ECC is responsible for coordinating and dispatching the public safety response to several categories of incidents, including but not limited to crimes in-progress, traffic/motor vehicle related incidents, public assistance requests, administrative judicial activities (such as summonses, notifications, station assignments, and service of court documents), fire incidents, hazmat incidents, and medical calls.

In FY18, the information technology professionals tasked with managing and maintaining all systems utilized by the Cambridge public safety agencies were consolidated into the Public Safety Information Technology (PSIT) team under ECD leadership. Having one centralized PSIT team has proven to be effective in streamlining the different technologies utilized by the Cambridge public safety agencies and in facilitating a seamless workflow for system security, service delivery, and project management. PSIT utilizes a newly designed Help Desk, Development Lab, and Manager's Area located at the Robert W. Healy Public Safety Building, which allows for better organization of the team and appropriate workspace for IT projects.

DEPARTMENT FINANCIAL OVERVIEW





| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| TAXES | \$5,342,040 | \$7,046,565 | \$7,446,925 |
| TOTAL BUDGETED REVENUE | \$5,342,040 | \$7,046,565 | \$7,446,925 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$5,144,645 | \$6,596,145 | \$6,850,865 |
| OTHER ORDINARY MAINTENANCE | \$123,575 | \$484,565 | \$482,610 |
| TRAVEL & TRAINING | \$14,685 | \$52,200 | \$55,850 |
| EXTRAORDINARY EXPENDITURES | \$2,455 | \$25,350 | \$57,600 |
| TOTAL BUDGETED EXPENDITURES | \$5,285,360 | \$7,158,260 | \$7,446,925 |
| FULL-TIME BUDGETED EMPLOYEES | 42 | 50 | 51 |

EMERGENCY COMMUNICATIONS - COMMUNICATIONS CENTER

MISSION & SERVICES

ECD fulfills its mission by operating a combined (Police, Fire, and EMS) Emergency Communications Center (ECC). ECC telecommunicators handle an average of 87 emergency calls and over 340 non-emergency calls per day, or approximately 155,000 telephone calls per year. ECD staff members strive to fulfill their responsibility to the City's residents, businesses, and visitors. The administration is committed to continuously evaluating, educating, and training the staff to deliver the most efficient and complete service to the community and to investing in new technologies to facilitate and enhance emergency response delivery.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Efficiently process calls and dispatch emergency responder units, and improve the skills of emergency telecommunications dispatchers.
-  2. Improve the quality of triaging and pre-arrival instructions for Police, Fire, and EMS calls.
-  3. Improve service to the community by taking reports over the telephone (Teleserve).
-  4. Increase the use of technology in the daily operations of the ECC to notify and prepare the community as well as aid first responders.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Percent of 911 calls answered within 20 seconds | 97.9% | 98.9% | 100% |
| 1 | Percent of 911 calls dispatched within 90 seconds of call answering | 98.1% | 99% | 100% |
| 1 | Average number of training hours per telecommunicator | 16 | 30 | 40 |
| 2 | Percent of calls processed in compliance with standards | 92% | 99% | 99% |
| 3 | Number of Teleserve reports taken over the phone by ECC Staff | 56 | 72 | 100 |
| 4 | Number of notifications to the public regarding public safety incidents (includes CodeRED and Tweets) | 2,634 | 2,900 | 2,910 |
| 5 | Number of employee engagement activities and peer-support network engagement activities | 2 | 5 | 10 |
| 5 | Initiatives to increase cultural competence within the Department as well as community engagement and outreach activities | 1 | 3 | 9 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$5,144,645 | \$5,118,100 | \$5,142,490 |
| OTHER ORDINARY MAINTENANCE | \$123,575 | \$154,265 | \$149,710 |
| TRAVEL & TRAINING | \$14,685 | \$14,200 | \$15,850 |
| EXTRAORDINARY EXPENDITURES | \$2,455 | \$3,750 | \$4,000 |
| TOTAL BUDGETED EXPENDITURES | \$5,285,360 | \$5,290,315 | \$5,312,050 |
| FULL-TIME BUDGETED EMPLOYEES | 42 | 40 | 40 |

EMERGENCY COMMUNICATIONS - PUBLIC SAFETY IT

MISSION & SERVICES

The Public Safety Information Technology (PSIT) team is a centralized team of IT professionals who provide specialized technical services and support for Emergency Communications, Fire, and Police. The PSIT team provides both system and application support as well as data center, servers, network, radio infrastructure, desktop, security, and application support. The PSIT Help Desk provides excellent customer service 24 hours a day, 365 days a year to approximately 700 users in over 10 locations throughout the City of Cambridge. The team closes approximately 120 support tickets per week, while managing and coordinating all maintenance and upgrade work for critical systems. The team is also responsible for the project management of all IT projects for Cambridge public safety agencies.



Public Safety Server Room.

FY19 OBJECTIVES & PERFORMANCE MEASURES

1. **Increase efficiency of PSIT systems and applications.**
2. **Improve public safety technology services through professional development of PSIT personnel.**
3. **Increase technological capacity and awareness in public safety departments.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of innovative technology projects completed | 2 | 5 | 15 |
| 1 | Average number of requests from users completed per year | 5,900 | 6,100 | 6,300 |
| 2 | Average number of training hours attended per PSIT staff | 10 | 20 | 40 |
| 3 | Number of system and application upgrades implemented to increase technological capacity | 5 | 5 | 10 |
| 3 | Number of public safety technology safety awareness campaigns | 4 | 5 | 10 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|--------------------|--------------------|
| SALARIES & WAGES | \$0 | \$1,478,045 | \$1,708,375 |
| OTHER ORDINARY MAINTENANCE | \$0 | \$330,300 | \$332,900 |
| TRAVEL & TRAINING | \$0 | \$38,000 | \$40,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$21,600 | \$53,600 |
| TOTAL BUDGETED EXPENDITURES | \$0 | \$1,867,945 | \$2,134,875 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 10 | 11 |

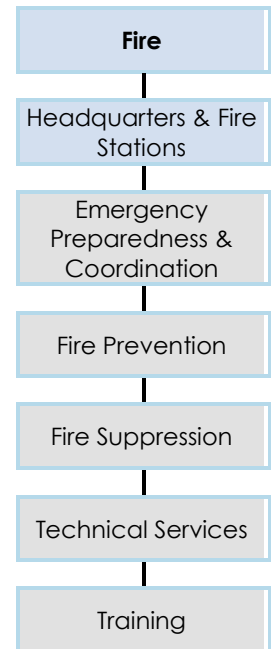
FIRE

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 these responsibilities safely and efficiently, firefighters continually train, develop skills, and prepare for aggressive action when needed to protect the city. The Department has a long history of providing quality emergency medical services. In January 2018, Engine Company 3 in East Cambridge became the fifth unit to become an Advanced Life Support company.

The Department is a member of Metrofire, the Boston area fire mutual aid network that consists of the Massachusetts Port Authority Fire Department and 36 cities and towns. The Department is also a member of the Metro Boston Homeland Security Region, comprised of nine cities and towns, 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 as well as security of critical infrastructure and assets.

The Department has been nationally rated as an Insurance Services Office (ISO) Class 1 Fire Department for many years, a distinction offered to fewer than 100 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$1,080,410 | \$1,023,000 | \$983,000 |
| FINES & FORFEITS | \$8,975 | \$4,000 | \$4,000 |
| LICENSES & PERMITS | \$171,585 | \$125,000 | \$105,000 |
| MISCELLANEOUS REVENUE | \$21,790 | \$12,000 | \$12,000 |
| TAXES | \$45,047,255 | \$49,268,620 | \$49,609,730 |
| TOTAL BUDGETED REVENUE | \$46,330,015 | \$50,432,620 | \$50,713,730 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$46,554,005 | \$48,113,720 | \$48,503,630 |
| OTHER ORDINARY MAINTENANCE | \$1,308,625 | \$1,757,430 | \$1,455,600 |
| TRAVEL & TRAINING | \$552,645 | \$589,500 | \$609,500 |
| EXTRAORDINARY EXPENDITURES | \$109,115 | \$145,000 | \$145,000 |
| TOTAL BUDGETED EXPENDITURES | \$48,524,390 | \$50,605,650 | \$50,713,730 |
| FULL-TIME BUDGETED EMPLOYEES | 285 | 283 | 283 |

FIRE - HEADQUARTERS & FIRE STATIONS

MISSION & SERVICES

The Cambridge Fire Department is charged with protecting one of the most densely-populated cities in the country. Cambridge has eight fire stations strategically located throughout the city 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): \$20,679,505
- East Cambridge: \$5,482,585
- Inman Square: \$2,830,535
- Lafayette Square: \$6,943,075
- Lexington Avenue: \$3,097,110
- Porter Square: \$4,102,765
- River Street: \$2,226,515
- Taylor Square/Sherman: \$5,351,640



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

The FY19 Fire budget includes \$50,000 to implement a wellness program for CFD staff, \$25,000 for small repair and maintenance projects at the fire stations, and \$20,000 for firefighters to attend additional trainings throughout the year.

DIVISION FINANCIAL OVERVIEW

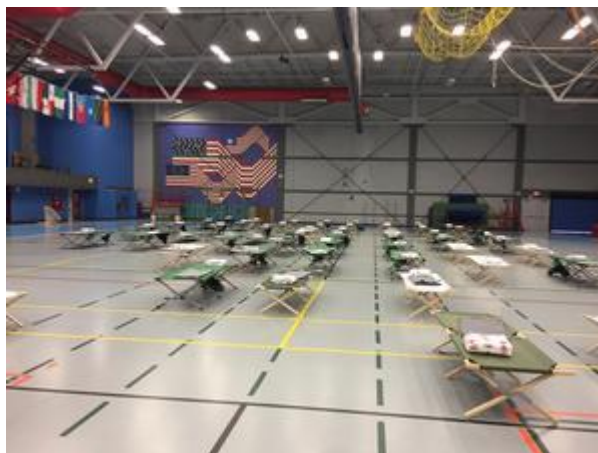
| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| SALARIES & WAGES | \$46,554,005 | \$48,113,720 | \$48,503,630 |
| OTHER ORDINARY MAINTENANCE | \$1,308,625 | \$1,757,430 | \$1,455,600 |
| TRAVEL & TRAINING | \$552,645 | \$589,500 | \$609,500 |
| EXTRAORDINARY EXPENDITURES | \$109,115 | \$145,000 | \$145,000 |
| TOTAL BUDGETED EXPENDITURES | \$48,524,390 | \$50,605,650 | \$50,713,730 |
| FULL-TIME BUDGETED EMPLOYEES | 285 | 283 | 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.



The EPAC Office collaborated with the American Red Cross to open a shelter for displaced residents from the Berkshire Street Fire.

EPAC staff also oversee the Student Awareness of Fire Education program (SAFE) and the Senior SAFE Program, and serve as safety officers during Public Works’ Household Hazardous Waste Collection Days.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---------------------------------|-------------|----------------|-------------|
| 1 | Number of personnel trained | 239 | 230 | 230 |
| 1 | Number of hazmat exercises held | 9 | 9 | 9 |
| 3 | Number of site visits | 9 | 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 power of residential sprinklers is that they stand ready 24 hours a day, seven days a week to extinguish fires before they can become a threat to civilians, firefighters, and homes. Residential sprinkler systems can significantly reduce the number and severity of injuries to civilians and firefighters. *Image source: www.haydenfire.com.*

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|-------------|----------------|--------------|
| 1 | Number of state-mandated inspections of facilities, including hospitals, schools, nursing homes, and theaters | 1,150 | 1,150 | 1,150 |
| 1 | Complaint investigations | 123 | 125 | 125 |
| 1 | Residential smoke detector compliance inspections | 1,061 | 1,050 | 1,050 |
| 1 | Number of fire alarm permits issued | n/a | 300 | 300 |
| 3 | Major projects and developments | 34 | 35 | 35 |
| 3 | Renovation and improvement projects | 357 | 335 | 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. The duties of modern firefighters have expanded to 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.


Firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression Division members also perform fire prevention and safety field inspections and smoke and carbon monoxide detector installation compliance inspections. To engage the community proactively, they take part in neighborhood walks, give fire station tours to school and community groups, and participate in community events.

Fire personnel also provide for maintenance and care of the eight 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.



Careless disposal of smoking material was the cause of the fire on Reservoir Street.

FY19 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.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|-------------|----------------|-------------|
| 1 | First response to fire emergency within 4-8 minutes | 93% | 93% | 93% |

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.

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.



The Technical Services Division is responsible for maintaining the inventory of personal protective equipment worn by members of the Department. This photo shows the supply of spare bunker coats used by new recruits in the fire academy or by a member whose protective clothing might be sent out for repairs.

FY19 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

The mission of the Training Division is to ensure that Department personnel can function at a high competency level while delivering various emergency services to the residents and visitors of Cambridge. This is accomplished by offering training in a wide variety of tasks and associated equipment. A challenge of an urban fire department in the 21st century is maintaining proficiency with equipment and tools that may be required sporadically but are also critical when needed. Professionalism and courtesy are expected always.



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

Training is a critical component of the fire service and is carried out in multiple settings, including classroom, hands-on task and tool familiarization, and even in the fire house in settings as informal as a discussion on the apparatus floor. While basic firefighting skills are still taught and reinforced for the duration of a firefighter’s career, the expansion of services continues to evolve and requires training in other more technical responsibilities, such as technical rescue, structural collapse, hazardous materials, and water and ice rescue.

Emergency medical, pre-hospital response is also a critical component of modern day fire departments. In order to maintain our high level of paramedic and basic emergency medical technician skills, classroom and hands-on emergency medical training is constant.

CFD is fortunate to have established a cooperative relationship with many City departments as well as many institutions and businesses in Cambridge. This enables the Department to tap into a wealth of resources for training in emergency medical care, response to suspicious incidents, active shooter incidents, and other potentially threatening situations that arise.

FY19 OBJECTIVES & PERFORMANCE MEASURES



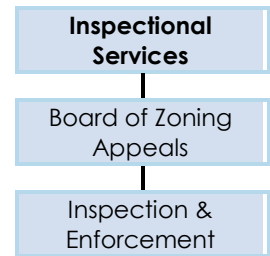
1. Promote firefighter safety by conducting training courses and issuing periodic training bulletins.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Cumulative number of training hours | 57,543 | 58,000 | 60,000 |
| 1 | Number of training hours per uniformed personnel | 221 | 223 | 230 |
| 1 | Number of training bulletins issued | 21 | 25 | 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 FY19, ISD will continue to work with the IT Department to complete the City's online permitting process to make it easier for residents, business owners, and contractors to submit and pay for permit applications online. New features will be added to the online system to improve user experience and access to departmental records. This effort will dovetail with changes to the departmental website. 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. ISD will also continue to implement the short-term rental ordinance by conducting public outreach, inspections, and registration.

DEPARTMENT FINANCIAL OVERVIEW

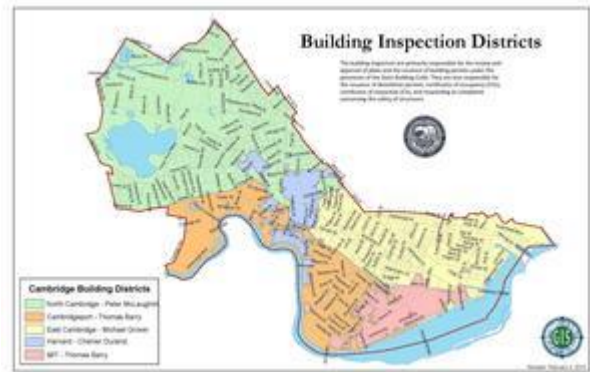
| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|-----------------------|
| CHARGES FOR SERVICES | \$109,195 | \$162,500 | \$116,500 |
| LICENSES & PERMITS | \$25,821,565 | \$27,520,500 | \$16,254,700 |
| MISCELLANEOUS REVENUE | \$51,750 | \$103,500 | \$103,500 |
| TAXES | (\$8,297,620) | (\$9,555,795) | (\$12,767,310) |
| TOTAL BUDGETED REVENUE | \$17,684,890 | \$18,230,705 | \$3,707,390 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$3,277,385 | \$3,359,010 | \$3,522,285 |
| OTHER ORDINARY MAINTENANCE | \$136,095 | \$140,680 | \$164,680 |
| TRAVEL & TRAINING | \$5,540 | \$10,425 | \$10,425 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$10,000 | \$10,000 |
| TOTAL BUDGETED EXPENDITURES | \$3,419,020 | \$3,520,115 | \$3,707,390 |
| FULL-TIME BUDGETED EMPLOYEES | 28 | 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.



Building inspector districts in Cambridge.

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. ISD will be improving the BZA online application process in conjunction with the general permitting system overhaul. Members of the Board will be able to review BZA applications online.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|----------------------------|----------------|-------------------|----------------|
| 1 | Number of BZA applications | 173 | 162 | 162 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$217,900 | \$219,705 | \$224,855 |
| OTHER ORDINARY MAINTENANCE | \$98,025 | \$78,780 | \$100,500 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$315,925 | \$298,485 | \$325,355 |
| 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 focused 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.

ISD is proactively conducting team inspections in rodent control throughout the city and specifically in high rodent activity areas. The Department responds to Commonwealth Connect requests in any areas under its purview.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of compliance inspections (building permits) | 6,316 | 6,000 | 6,000 |
| 2 | Number of compliance inspections and re-inspections | 2,712 | 2,600 | 2,500 |
| 3 | Number of inspections (housing complaints) | 4,610 | 4,400 | 4,200 |
| 3 | Number of licensed dumpster inspections completed | 1,097 | 1,100 | 1,000 |

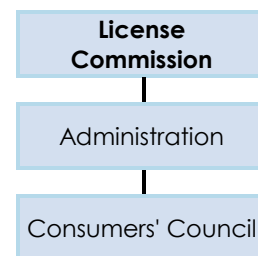
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$3,059,485 | \$3,139,305 | \$3,297,430 |
| OTHER ORDINARY MAINTENANCE | \$38,070 | \$61,900 | \$64,180 |
| TRAVEL & TRAINING | \$5,540 | \$10,425 | \$10,425 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$10,000 | \$10,000 |
| TOTAL BUDGETED EXPENDITURES | \$3,103,095 | \$3,221,630 | \$3,382,035 |
| FULL-TIME BUDGETED EMPLOYEES | 26 | 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 from first responders about unsafe conditions in licensed establishments. 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, and partners with departmental staff investigating liquor establishments. Department staff also provides 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$17,245 | \$18,300 | \$18,050 |
| FINES & FORFEITS | \$1,695 | \$6,750 | \$6,500 |
| INTERGOVERNMENTAL REVENUE | \$54,000 | \$54,000 | \$54,000 |
| LICENSES & PERMITS | \$2,380,090 | \$2,386,280 | \$2,181,080 |
| TAXES | (\$1,069,360) | (\$899,340) | (\$935,925) |
| TOTAL BUDGETED REVENUE | \$1,383,670 | \$1,565,990 | \$1,323,705 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$1,124,760 | \$1,273,995 | \$1,281,135 |
| OTHER ORDINARY MAINTENANCE | \$67,955 | \$33,840 | \$35,040 |
| TRAVEL & TRAINING | \$5,875 | \$8,200 | \$7,530 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,198,590 | \$1,316,035 | \$1,323,705 |
| 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 hired 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 257 licensed Cambridge taxicabs, as well as 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 will continue to waive all renewal fees for medallions and hackney licenses in FY19 to provide some financial relief to those wishing to remain in the industry.

FY19 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. Complete the implementation of ViewPoint – an online permitting, renewal, and licensing system.
-  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 City departments to educate licensees on operating safely and in a manner that is inclusive to all.
-  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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 5 | Number of one-day licenses issued for special events | 1,175 | 1,200 | 1,200 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$945,865 | \$1,074,695 | \$1,079,425 |
| OTHER ORDINARY MAINTENANCE | \$67,080 | \$32,840 | \$34,040 |
| TRAVEL & TRAINING | \$4,425 | \$6,700 | \$6,030 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,017,370 | \$1,114,235 | \$1,119,495 |
| 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Educational workshops or public forums held in Cambridge | 8 | 10 | 10 |
| 1 | Articles, brochures/newsletter publications, distribution efforts, and significant website additions | 8 | 8 | 8 |
| 2 | Number of joint events sponsored with other City departments, nonprofit organizations, and state agencies | 11 | 10 | 10 |
| 2 | Number of events hosted by national consumer agencies in which the Consumer Council participated | 9 | 9 | 9 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$178,895 | \$199,300 | \$201,710 |
| OTHER ORDINARY MAINTENANCE | \$875 | \$1,000 | \$1,000 |
| TRAVEL & TRAINING | \$1,450 | \$1,500 | \$1,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$181,220 | \$201,800 | \$204,210 |
| 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.

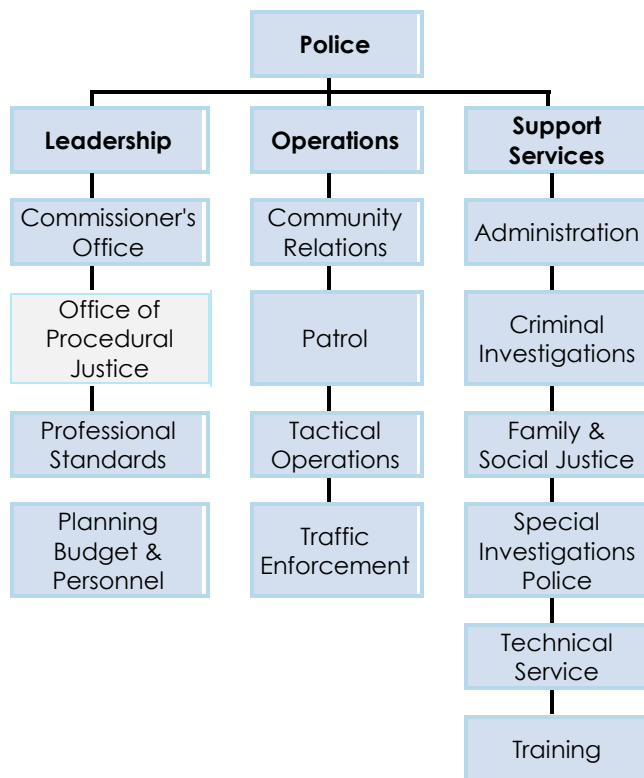
The Police Department is a dedicated and diverse group of professionals who are committed to working with the community to make Cambridge a safe and desirable place to live, work, and visit. CPD's mission is to partner with the community to solve problems and improve public safety in a manner that is 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.

In FY19, the Police Department will undertake a reorganization, which will include the creation of a new Office of Procedural Justice and a new Family and Social Justice Section. The Office of Procedural Justice will focus on proactively monitoring data relating to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents, as well as assessing the Department's compliance with statutes, ordinances, and regulations aimed at mandating accountability. The Office will help demonstrate the CPD's commitment to increasing transparency, accountability, and introspection.

With the creation of the Family and Social Justice Section, the Department seeks to formalize its social justice approach to policing and increase its capacity to serve and protect the city's most vulnerable populations: youth, people experiencing homelessness, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assault. The new section will bring together various units that individually work to provide services that divert individuals away from the criminal justice system and toward the support services they need, reinforcing the human dimension of social justice.

As part of the Department reorganization and to better assist vulnerable populations, the FY19 Police budget includes funding for six new positions: one Deputy Superintendent, one child psychologist, one licensed social worker, and three additional patrol officers.



DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|---|------------------------|---------------------------|------------------------|
| CHARGES FOR SERVICES | \$1,594,995 | \$1,557,355 | \$1,547,355 |
| FINES & FORFEITS | \$2,934,010 | \$2,967,425 | \$2,939,425 |
| INTERGOVERNMENTAL REVENUE | \$856,605 | \$856,605 | \$856,605 |
| LICENSES & PERMITS | \$126,915 | \$126,015 | \$125,865 |
| MISCELLANEOUS REVENUE | \$75,165 | \$75,000 | \$55,000 |
| TAXES | \$45,454,615 | \$49,591,825 | \$53,667,010 |
| TOTAL BUDGETED REVENUE | \$51,042,305 | \$55,174,225 | \$59,191,260 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$52,387,865 | \$52,758,215 | \$55,987,075 |
| OTHER ORDINARY MAINTENANCE | \$1,984,605 | \$2,081,390 | \$2,186,185 |
| TRAVEL & TRAINING | \$279,425 | \$399,235 | \$382,500 |
| EXTRAORDINARY EXPENDITURES | \$556,390 | \$545,500 | \$635,500 |
| TOTAL BUDGETED EXPENDITURES | \$55,208,285 | \$55,784,340 | \$59,191,260 |
| FULL-TIME BUDGETED EMPLOYEES | 319 | 316 | 322 |

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. CPD continues to utilize social media and technological tools such as Cambridge'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 to exchange and receive information regarding problems, often in real time, to ensure neighborhood integrity.





Commissioner Bard at one of the Department's Coffee with the Commissioner events.

FY19 OBJECTIVES & PERFORMANCE MEASURES

- 

1. Provide increased protection to citizens of Cambridge through enhanced transparency, accountability, and introspection. Use metrics that are both informative and procedurally just (fair).
- 

2. 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.
- 

3. 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.
- 

4. Continue to improve relationships with Cambridge residents, businesses, and universities through outreach and collaborations.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 3 | Percent of Quality of Service Assessment respondents who positively rated the professionalism of officers' conduct | 99% | 100% | 100% |
| 3 | Percent of Quality of Service Assessment respondents who positively rated the overall CPD response | 96% | 100% | 100% |
| 3 | Percent of incidents where a person was taken into custody and force was used | 6% | 3% | 3% |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|--------------------|--------------------|
| SALARIES & WAGES | \$638,435 | \$690,490 | \$867,980 |
| OTHER ORDINARY MAINTENANCE | \$57,425 | \$74,000 | \$74,000 |
| TRAVEL & TRAINING | \$229,940 | \$336,200 | \$312,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$925,800 | \$1,100,690 | \$1,254,480 |
| FULL-TIME BUDGETED EMPLOYEES | 3 | 3 | 4 |

POLICE - PLANNING, BUDGET & PERSONNEL



Swearing-in ceremony for police officers from the class of 2017.

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.

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 to coordinate the background process for hiring new police officers.

FY19 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to refine a strategic plan that encompasses a mission and vision for the Department that is invested in working hand-in-hand with the community to solve problems, build public trust and legitimacy, increase transparency and accountability, and adopt procedural justice as the guiding principle for internal and external policies and practices.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$767,480 | \$756,415 | \$798,440 |
| OTHER ORDINARY MAINTENANCE | \$60,905 | \$81,000 | \$82,550 |
| TRAVEL & TRAINING | \$40,290 | \$45,035 | \$55,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$868,675 | \$882,450 | \$935,990 |
| 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. In order to maintain the public’s trust and the Department’s integrity, the Unit conducts immediate and objective investigations of all complaints. The City also has an independent Police Review and Advisory Board that investigates complaints, reviews policies, and makes recommendations to the Police Commissioner.



Promotional ceremony for Superintendents Elow and DeMarco in 2017.

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|--------------------|------------------|
| SALARIES & WAGES | \$913,395 | \$1,045,840 | \$992,810 |
| OTHER ORDINARY MAINTENANCE | \$2,415 | \$5,000 | \$5,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$915,810 | \$1,050,840 | \$997,810 |
| FULL-TIME BUDGETED EMPLOYEES | 4 | 4 | 4 |

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.



An Officer takes a photo with an aspiring young police officer.

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.

FY19 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.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|-------------|----------------|-------------|
| 1 | Number of residents reached during Door-to-Door campaigns | 2,689 | 2,700 | 2,800 |
| 1 | Number of community-based meetings attended | 290 | 300 | 300 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|------------------|
| SALARIES & WAGES | \$2,043,540 | \$2,046,955 | \$791,180 |
| OTHER ORDINARY MAINTENANCE | \$19,185 | \$27,900 | \$32,900 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,062,725 | \$2,074,855 | \$824,080 |
| FULL-TIME BUDGETED EMPLOYEES | 12 | 13 | 4 |

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. The FY19 Police budget includes funding to hire three additional Patrol Officers.



An Officer on bike patrol.

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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

- 
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 | FY17 ACTUAL | FY18 PROJECTED | FY19 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.) | 2,358 | 2,350 | 2,350 |
| 1 | Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest of increased patrol presence | 56 | 50 | 45 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| SALARIES & WAGES | \$29,073,115 | \$29,849,065 | \$31,783,125 |
| OTHER ORDINARY MAINTENANCE | \$20,815 | \$20,000 | \$20,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$29,093,930 | \$29,869,065 | \$31,803,125 |
| FULL-TIME BUDGETED EMPLOYEES | 177 | 176 | 180 |

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.



CPD Explosive Ordnance Unit.

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,085,620 | \$989,035 | \$897,035 |
| OTHER ORDINARY MAINTENANCE | \$86,495 | \$98,400 | \$104,000 |
| TRAVEL & TRAINING | \$9,195 | \$18,000 | \$15,000 |
| EXTRAORDINARY EXPENDITURES | \$57,240 | \$60,000 | \$60,000 |
| TOTAL BUDGETED EXPENDITURES | \$1,238,550 | \$1,165,435 | \$1,076,035 |
| FULL-TIME BUDGETED EMPLOYEES | 5 | 5 | 5 |

POLICE - TRAFFIC ENFORCEMENT





MISSION & SERVICES

The Traffic Enforcement Unit (TEU) conducts enforcement and education with the goal of reducing harm for those traveling in and through Cambridge. Activity is conducted at times and locations informed by data analysis. Areas of particular enforcement focus include speeding, pedestrian safety, distracted driving, and red light violations. The TEU is also responsible for investigating serious bodily injury and hit and run crashes. Members of the Unit ensure traffic safety at major incidents, including fires, large crime scenes, and protests, and provide dignitary protection to national and international officials visiting the city. In addition, the TEU includes Traffic Supervisors, whose main responsibility is ensuring the safety of schoolchildren at various intersections and crossings throughout Cambridge.



TEU staff lead runners at the Yulefest 5K.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide the highest level of law enforcement and public safety services to motorists, pedestrians, and bicyclists in Cambridge.
-  2. Continue to support the City's Vision Zero objectives by using sound data analysis; respond with enhanced data-driven enforcement strategies in collaboration with other City agencies.
-  3. Continue to work to reduce the total number and severity of crashes by focusing on education and enforcement at high crash locations.
-  4. Continually train new and veteran officers on enforcement and education efforts that focus on harm reduction.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of reportable crashes citywide | 1,586 | 1,526 | 1,500 |
| 1 | Number of crashes at identified high crash locations | 179 | 120 | 100 |
| 1 | Number of assignments for high crash locations | n/a | 3,300 | 3,700 |
| 1 | Number of bicycle crashes citywide | 148 | 135 | 125 |
| 1 | Number of assignments for bicycle lane violations citywide | 1,423 | 1,766 | 1,800 |
| 1 | Number of tickets issued by the Police Department for bicycle lane violations citywide | 247 | 270 | 315 |
| 1 | Number of written citations for crosswalk violations citywide | 580 | 406 | 400 |
| 1 | Number of assignments for enforcement of red light violations citywide | 3,900 | 4,175 | 4,200 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$3,859,340 | \$3,890,225 | \$3,938,410 |
| OTHER ORDINARY MAINTENANCE | \$5,355 | \$8,500 | \$8,500 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$3,864,695 | \$3,898,725 | \$3,946,910 |
| FULL-TIME BUDGETED EMPLOYEES | 19 | 20 | 19 |

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.



A marked cruiser on Memorial Drive.

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.

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

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,967,635 | \$3,180,120 | \$3,377,125 |
| OTHER ORDINARY MAINTENANCE | \$1,190,370 | \$1,387,415 | \$1,459,685 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$487,535 | \$485,500 | \$575,500 |
| TOTAL BUDGETED EXPENDITURES | \$4,645,540 | \$5,053,035 | \$5,412,310 |
| 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 processes crime scenes, evidence, and fingerprint classifications. The Unit achieved accreditation under national standards for its latent print lab in FY17.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. **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.**
-  2. **Continue to provide training to ensure that the Department is proactive and responsive to crime trends and their impact on officers and the community.**
- 
 3. **Continue to use a community and social justice approach to policing. Work collaboratively with stakeholders and service providers to create a survivor-centered response to victims of sexual assault. Review best practices, network with partners, and identify gaps in services to better serve survivors.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Percent of DV survivors that felt the Department's intervention provided them with a satisfying level of support | 100% | 100% | 100% |
| 1 | Percent of high risk survivors reporting favorable sense of safety and wellbeing after police involvement | 100% | 100% | 100% |
| 1 | Percent of high risk survivors reporting favorable quality of police services | 100% | 100% | 100% |
| 1 | Number of DV training and outreach efforts | 14 | 18 | 20 |
| 2 | Percent of Detectives trained in cyber crime investigation | n/a | 50% | 100% |
| 2 | Number of Trauma Informed law enforcement trainings | 2 | 2 | 2 |
| 3 | Number of Sexual Assault Response Team meetings | n/a | 6 | 10 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$6,014,240 | \$5,811,025 | \$5,047,895 |
| OTHER ORDINARY MAINTENANCE | \$2,585 | \$8,000 | \$8,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$6,016,825 | \$5,819,025 | \$5,055,895 |
| FULL-TIME BUDGETED EMPLOYEES | 36 | 34 | 28 |

POLICE - FAMILY AND SOCIAL JUSTICE



YFSU members bring a group of Cambridge youth to a Celtics game.

MISSION & SERVICES

The purpose of the new Family and Social Justice Section is to protect Cambridge's most vulnerable populations: juveniles, homeless, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assaults.

The section is comprised of the Youth/Family Services Unit (YFSU), Family Justice Unit (FJU), Social Justice Unit (SJU), Focused Deterrence Unit (FDU), and the Clinical Support Services Unit, which brings together all departmental clinical staff and non-sworn specialists. Bringing together these various units under one Family and Social Justice Section will enable the Department to better align resources and partnerships to focus on the human dimension of social justice.






The YFSU is comprised of Youth Resource Officers (YROs) assigned to public schools and youth centers to provide daily contact for students, staff, and parents. 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). This program has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system, resulting in a reduction in juvenile arrests. This decrease is attributed to proactive policing that incorporates prevention, intervention, and diversion.

The FJU provides support to families victimized by domestic violence and/or sexual assault. This Unit maintains contact with the families in a supportive role, advocating for their needs and identifying community-based support services. FJU also provides direct support to domestic violence survivors, serving as a liaison for criminal court cases.

The SJU has designated Outreach officers for homeless outreach and 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.

The FDU works with individuals who have been identified as chronic criminal offenders through data analysis. Serving as case managers, Unit staff assist these individuals and their families to integrate back into the community in a productive and meaningful way. This approach involves working closely with social service providers to overcome obstacles to re-assimilation.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Bring together operational units to serve the most vulnerable members of the community who would be better served through a social justice approach.**
-   2. **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.**
-   3. **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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 2 | Percent of youth who successfully complete a formal CPD diversion program | 100% | 95% | 100% |
| 2 | Percent of youth who offend or reoffend within a year of a completed YFSU diversion | 0% | 0% | 0% |
| 2 | Number of youth interventions | 680 | 680 | 700 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,876,960 | \$1,834,255 | \$4,658,715 |
| OTHER ORDINARY MAINTENANCE | \$4,230 | \$4,000 | \$4,500 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,881,190 | \$1,838,255 | \$4,663,215 |
| FULL-TIME BUDGETED EMPLOYEES | 10 | 11 | 28 |

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 staff meet with community members after a pattern of serious crimes.

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. The program's core philosophy is that offenders can be reformed with the proper support, services, and community engagement.

FY19 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

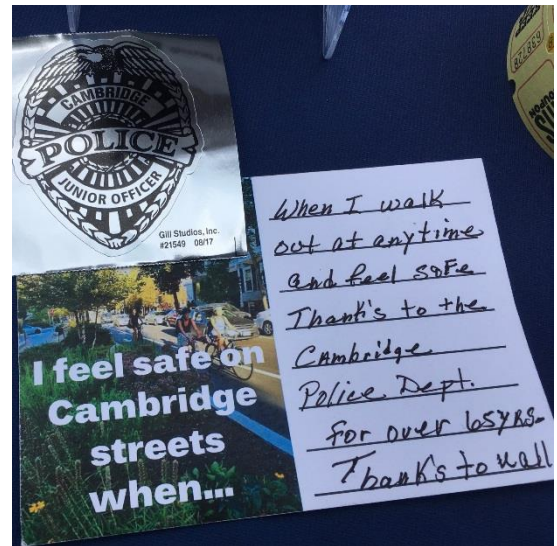
| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,855,100 | \$1,756,670 | \$1,836,390 |
| OTHER ORDINARY MAINTENANCE | \$0 | \$0 | \$0 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,855,100 | \$1,756,670 | \$1,836,390 |
| 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.



By leveraging a data-driven approach, the Police Department is able to better serve the community.

FY19 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to produce monthly reports on crime trends, neighborhood problems, and tips, distributing 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|-------------------|------------------|
| SALARIES & WAGES | \$972,105 | \$608,255 | \$647,315 |
| OTHER ORDINARY MAINTENANCE | \$423,825 | \$204,220 | \$218,200 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$11,615 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,407,545 | \$812,475 | \$865,515 |
| FULL-TIME BUDGETED EMPLOYEES | 9 | 6 | 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.

CPD continues to enhance its training program by offering a curriculum that challenges policing practices and introduces progressive concepts such as trauma-informed care, procedural justice and legitimacy, 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.



Officers participate in mindfulness exercises during the Department's innovative Trauma-Informed Policing training.

FY19 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.

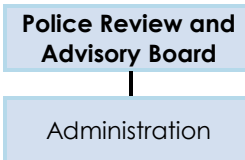
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$320,900 | \$299,865 | \$350,655 |
| OTHER ORDINARY MAINTENANCE | \$111,000 | \$162,955 | \$168,850 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$431,900 | \$462,820 | \$519,505 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 2 |

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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| TAXES | \$3,700 | \$3,700 | \$3,700 |
| TOTAL BUDGETED REVENUE | \$3,700 | \$3,700 | \$3,700 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$365 | \$660 | \$700 |
| TRAVEL & TRAINING | \$1,125 | \$3,000 | \$3,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,490 | \$3,660 | \$3,700 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |





POLICE REVIEW AND ADVISORY BOARD - ADMINISTRATION

MISSION & SERVICES

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

The Executive Secretary has been serving as President of the National Association for Civilian Oversight of Law Enforcement since 2016, leading that organization's work to promote and improve civilian oversight, increase accountability and transparency in policing to build community trust, and promote fair and professional law enforcement agencies that are responsive to community needs.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|-------------|----------------|-------------|
| 1 | Public outreach and information sessions held | 15 | 13 | 14 |
| 3 | Training sessions for Board members | 6 | 6 | 6 |
| 3 | Police training sessions attended by PRAB | 6 | 6 | 6 |

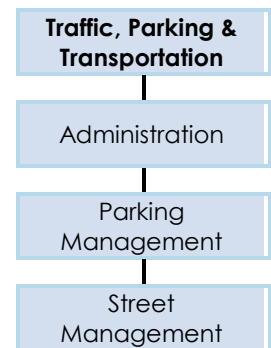
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|----------------|----------------|
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$365 | \$660 | \$700 |
| TRAVEL & TRAINING | \$1,125 | \$3,000 | \$3,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,490 | \$3,660 | \$3,700 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

TRAFFIC, PARKING & TRANSPORTATION

DEPARTMENT OVERVIEW

The Traffic, Parking & Transportation (TPT) Department commits to support the safety and health of the Cambridge Community by creating and sustaining a high quality street and parking system that supports a range of transportation options for all those who live, travel, and park in Cambridge. To accomplish this, the Department is organized into 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. It is the main customer service arm of the Department, interacting with residents, employees, and visitors both in the office and in locations throughout the city.

Street Management maintains pavement markings, including crosswalks and bicycle lanes; installs and maintains signs and parking meters; manages the operation of traffic signals; maintains municipal parking lots; 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 FY19, TPT will hire a Communication/Outreach Coordinator to ensure that the public is informed about ongoing transportation infrastructure initiatives, and a permanent assistant for the Street Occupancy Permit unit to enhance customer service.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$5,647,125 | \$6,188,410 | \$6,537,340 |
| FINES & FORFEITS | \$6,133,915 | \$5,994,115 | \$5,994,115 |
| LICENSES & PERMITS | \$845,250 | \$702,500 | \$752,500 |
| MISCELLANEOUS REVENUE | \$311,110 | \$40,000 | \$170,000 |
| TOTAL BUDGETED REVENUE | \$12,937,400 | \$12,925,025 | \$13,453,955 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$8,291,850 | \$8,509,560 | \$9,135,915 |
| OTHER ORDINARY MAINTENANCE | \$3,554,835 | \$3,816,325 | \$4,167,040 |
| TRAVEL & TRAINING | \$33,165 | \$111,000 | \$61,000 |
| EXTRAORDINARY EXPENDITURES | \$54,250 | \$54,250 | \$90,000 |
| TOTAL BUDGETED EXPENDITURES | \$11,934,100 | \$12,491,135 | \$13,453,955 |
| FULL-TIME BUDGETED EMPLOYEES | 82 | 83 | 85 |



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.

On March 21, 2016, the City Council unanimously adopted Vision Zero, a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. While Cambridge has promoted safe and sustainable transportation for many years, Vision Zero is focusing the City's efforts on identifying and eliminating the preventable causes of traffic fatalities and serious injuries. Early this year, we released our Vision Zero Action Plan, a blueprint for the steps we will take to reach zero fatalities and serious injuries. We have also accomplished many significant milestones towards Vision Zero, including lowering the default speed limit to 25 MPH citywide, creation of 20 MPH safety zones in the City's major commercial squares, and the redesign of the Inman Square intersection to improve safety for all users. For more information on Vision Zero, visit www.cambridgema.gov/visionzero.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$788,035 | \$850,660 | \$855,435 |
| OTHER ORDINARY MAINTENANCE | \$155,050 | \$168,575 | \$323,100 |
| TRAVEL & TRAINING | \$33,165 | \$111,000 | \$61,000 |
| EXTRAORDINARY EXPENDITURES | \$54,250 | \$54,250 | \$90,000 |
| TOTAL BUDGETED EXPENDITURES | \$1,030,500 | \$1,184,485 | \$1,329,535 |
| FULL-TIME BUDGETED EMPLOYEES | 7 | 6 | 5 |

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.

The Department rolled out the Passport mobile payment application throughout Cambridge in December 2017, providing an easy and convenient way for visitors to pay for metered parking using a mobile phone or web browser. Drivers can use the Passport application to pay for parking at all metered parking spaces in Cambridge and to extend parking time remotely.

FY19 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.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 2 | Short-term, on-street spaces managed by parking meters and pay stations | 3,114 | 3,100 | 3,050 |

DIVISION FINANCIAL OVERVIEW





| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$6,285,040 | \$6,198,960 | \$6,660,610 |
| OTHER ORDINARY MAINTENANCE | \$2,492,280 | \$2,446,500 | \$2,610,140 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$8,777,320 | \$8,645,460 | \$9,270,750 |
| FULL-TIME BUDGETED EMPLOYEES | 65 | 66 | 67 |

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, parking meters, and pavement markings, including bicycle lanes and crosswalks; issuing street occupancy permits; and reviewing major construction projects and new developments. The Division manages 127 signalized intersections, 24 warning flashers, and 30 school zone flashers, and it operates and maintains the City's nine metered parking lots and approximately 2,900 metered on-street parking spaces. The Division also takes the lead on Vision Zero initiatives aimed at eliminating fatalities and serious injuries.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of signalized intersections that are proactively studied for possible traffic signal timing changes | 13 | 10 | 8 |
| 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 | 6,503 | 6,650 | 6,600 |
| 2 | Number of moving van and moving container permits issued | 4,834 | 5,000 | 5,000 |
| 2 | Percent of moving van permit applications submitted online | 96% | 95% | 95% |
| 3 | Number of completed site investigations conducted | 230 | 180 | 200 |
| 3 | Number of completed minor traffic studies | 2 | 3 | 3 |
| 3 | Number of traffic regulatory signs replaced or installed | 653 | 800 | 800 |
| 3 | Number of street name signs replaced | 101 | 100 | 100 |
| 4 | Number of large project traffic studies reviewed for projects seeking Planning Board permits | 8 | 3 | 4 |

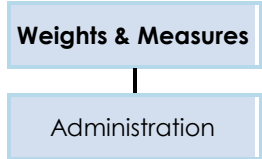
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,218,775 | \$1,459,940 | \$1,619,870 |
| OTHER ORDINARY MAINTENANCE | \$907,505 | \$1,201,250 | \$1,233,800 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,126,280 | \$2,661,190 | \$2,853,670 |
| FULL-TIME BUDGETED EMPLOYEES | 10 | 11 | 13 |

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. In FY19, the Department will explore options to offer online payments through the ViewPoint online permitting and licensing system.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| CHARGES FOR SERVICES | \$28,175 | \$33,300 | \$33,000 |
| FINES & FORFEITS | \$0 | \$3,000 | \$1,000 |
| INTERGOVERNMENTAL REVENUE | \$17,925 | \$17,925 | \$17,925 |
| TAXES | \$92,020 | \$96,150 | \$105,100 |
| TOTAL BUDGETED REVENUE | \$138,120 | \$150,375 | \$157,025 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$142,395 | \$143,670 | \$147,000 |
| OTHER ORDINARY MAINTENANCE | \$2,705 | \$6,180 | \$6,280 |
| TRAVEL & TRAINING | \$3,245 | \$3,745 | \$3,745 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$148,345 | \$153,595 | \$157,025 |
| FULL-TIME BUDGETED EMPLOYEES | 1 | 1 | 1 |




WEIGHTS & MEASURES - ADMINISTRATION

MISSION & SERVICES

The Department of Weights and Measures 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 City Sealer 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).

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of scales, avoirdupois weights, metric weights, and apothecary and Troy weights tested | 1,015 | 1,050 | 1,050 |
| 1 | Gasoline pump meters and vehicle oil tanks tested | 370 | 370 | 370 |
| 1 | Reverse vending machines inspected | 15 | 15 | 15 |
| 2 | Prepackaged food inspections | 1,455 | 1,455 | 1,460 |
| 2 | Scanner system inspections - spot inspections | 135 | 135 | 135 |
| 3 | Required taxi meter inspections performed | 229 | 257 | 257 |
| 3 | Additional taxi meter inspections performed | 70 | 70 | 70 |

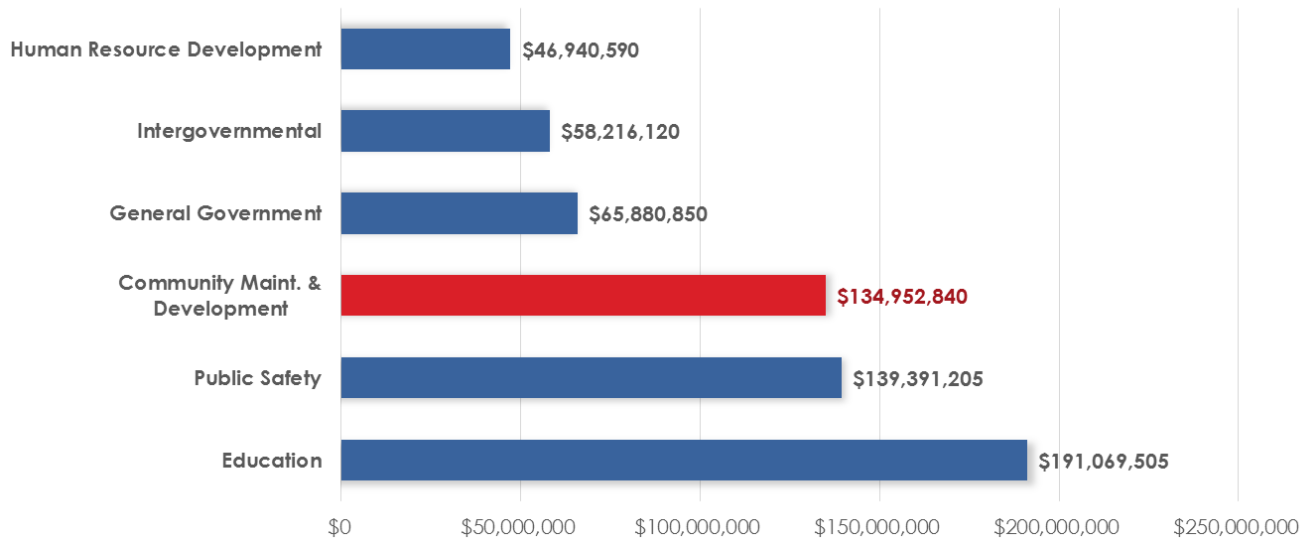
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$142,395 | \$143,670 | \$147,000 |
| OTHER ORDINARY MAINTENANCE | \$2,705 | \$6,180 | \$6,280 |
| TRAVEL & TRAINING | \$3,245 | \$3,745 | \$3,745 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$148,345 | \$153,595 | \$157,025 |
| FULL-TIME BUDGETED EMPLOYEES | 1 | 1 | 1 |

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COMMUNITY MAINTENANCE AND DEVELOPMENT

FY19 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$636,451,110



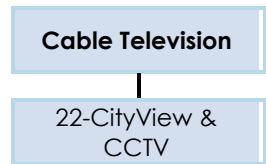
COMMUNITY MAINTENANCE AND DEVELOPMENT

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|
| CHARGES FOR SERVICES | \$49,105,890 | \$50,301,745 | \$47,328,795 |
| FINES & FORFEITS | \$1,198,195 | \$1,198,195 | \$1,198,195 |
| INTERGOVERNMENTAL REVENUE | \$4,038,480 | \$5,409,470 | \$2,124,355 |
| LICENSES & PERMITS | \$1,128,760 | \$1,033,445 | \$709,000 |
| MISCELLANEOUS REVENUE | \$2,732,695 | \$3,087,600 | \$4,475,025 |
| TAXES | \$68,611,355 | \$71,252,125 | \$79,117,470 |
| TOTAL BUDGETED REVENUE | \$126,815,375 | \$132,282,580 | \$134,952,840 |
| PROGRAM EXPENDITURES | | | |
| CABLE TELEVISION | \$1,602,820 | \$1,635,480 | \$1,703,335 |
| COMMUNITY DEVELOPMENT | \$8,538,585 | \$8,460,145 | \$9,804,220 |
| DEBT SERVICE | \$57,825,050 | \$62,176,405 | \$66,408,530 |
| HISTORICAL COMMISSION | \$719,025 | \$661,240 | \$706,570 |
| PEACE COMMISSION | \$150,675 | \$158,855 | \$163,060 |
| PUBLIC WORKS | \$39,846,385 | \$42,471,455 | \$42,193,270 |
| WATER | \$14,849,400 | \$13,789,295 | \$13,973,855 |
| TOTAL BUDGETED EXPENDITURES | \$123,531,940 | \$129,352,875 | \$134,952,840 |

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 city's overall vitality 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 \$916,170 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$1,517,550 | \$1,451,945 | \$1,451,945 |
| TAXES | \$228,710 | \$244,010 | \$251,390 |
| TOTAL BUDGETED REVENUE | \$1,746,260 | \$1,695,955 | \$1,703,335 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$555,825 | \$550,330 | \$603,915 |
| OTHER ORDINARY MAINTENANCE | \$1,046,835 | \$1,081,700 | \$1,095,970 |
| TRAVEL & TRAINING | \$160 | \$3,450 | \$3,450 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,602,820 | \$1,635,480 | \$1,703,335 |
| 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.



22-CityView coverage of the August 14, 2017 Unity Rally.

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 continue to 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—up to 15 programs per day—that will serve the viewing public and allow for the dissemination of pertinent information.

FY19 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, 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of City department-related programs | 98 | 100 | 100 |
| 2 | Hours per week of programming | 84 | 84 | 84 |
| 2 | Number of 22-CityView produced programs aired per day | 17 | 18 | 18 |
| 2 | Number of live City Council, Ordinance, and other City meetings covered | 98 | 128 | 131 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$555,825 | \$550,330 | \$603,915 |
| OTHER ORDINARY MAINTENANCE | \$1,046,835 | \$1,081,700 | \$1,095,970 |
| TRAVEL & TRAINING | \$160 | \$3,450 | \$3,450 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,602,820 | \$1,635,480 | \$1,703,335 |
| 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 the 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.

CDD’s FY19 activities reflect a commitment of significant new resources to most effectively meet the City Council’s priorities. In FY19, the Department will hire a new Housing Planner to add capacity to the inclusionary housing rental program. During the past year, CDD approved the City’s 1,000th inclusionary housing unit—a significant milestone for this groundbreaking program. The FY19 budget includes \$85,000 to conduct a nexus study to re-evaluate the incentive zoning ordinance for commercial development to further support affordable housing. These additional resources, along with additional funding for the Affordable Housing Trust and a new Housing Ombudsman position in the City Manager’s Office, will enhance the City’s ability to create and preserve affordable housing and improve support for residents in affordable housing. The new Concord Highlands and Frost Terrace developments will add much-needed affordable housing with family-sized units in two Cambridge neighborhoods, demonstrating the impact of an ongoing successful approach to leveraging and managing growth.

As CDD enters the final phase of Envision Cambridge and continues its holistic approach to planning for a sustainable future, the Department continues to engage in major multi-departmental initiatives such as Vision Zero and the Community Benefits Advisory Committee. In FY19, CDD will focus on transportation planning and will advance progress toward Cambridge’s aggressive goals for climate preparedness/resilience planning and reduction of greenhouse gas emissions. These initiatives, which entail cross-disciplinary collaboration and intensive community engagement, move the City closer to the overarching vision of community wellbeing that drives City priorities and helps define specific funding and project decisions.

The FY19 CDD budget includes \$50,000 to fund a planning study to analyze Cambridge’s current travel patterns by transportation mode and provide recommendations for changes that prepare the City for the future of transportation and mobility, exploring options like alternative fuel vehicles, autonomous vehicles, and ride share services. The budget also includes \$70,000 to hire a consultant to work with City staff to develop a comprehensive electric vehicle strategy. We continue to advance work on transit sustainability through implementation of bus prioritization measures that will help improve the experience and reliability of public transit. These new resources, which support more sustainable modes and inform decisions about the allocation of space on public roadways, will help keep us on track with broader environmental and public health goals.

CDD continues to implement recommendations from the Net Zero Action Plan and has transitioned the Hubway bike-share system to a self-sustaining model that will provide a discounted membership option to income-eligible residents. \$25,000 has been included in the FY19 budget to expand Safe Routes to



School training from three to five schools and to provide more bicycle workshops to residents each year. Another \$25,000 has been budgeted to determine relevant regulatory and policy design considerations of the Low Carbon Energy Supply Strategy study and integrate district energy standards into state and/or local energy strategy and planning. These new resources will help move Cambridge closer to its environmental goals through development of strategies that support change in the community. CDD's focus on youth engagement and multi-generational education around sustainability practices will help to achieve long-term results, which can be monitored over time with Cambridge's Sustainability Dashboard.

Finally, CDD continues to advance Retail Strategy recommendations by broadening the City's assistance to small independent businesses and fostering overall commercial vitality. In FY19, the Department will hire a new Senior Economic Development Manager to support this mission and build on prior initiatives such as the food truck and small business challenge programs, which enliven neighborhoods and invite street-level interaction and community-building throughout the City. All of this work will go hand-in-hand with a robust multi-platform community outreach and communications program supported by a new Communications Manager position.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| CHARGES FOR SERVICES | \$1,011,395 | \$503,145 | \$503,145 |
| FINES & FORFEITS | \$140,000 | \$140,000 | \$140,000 |
| INTERGOVERNMENTAL REVENUE | \$1,019,730 | \$2,470,855 | \$740,470 |
| LICENSES & PERMITS | \$222,750 | \$79,445 | \$55,000 |
| MISCELLANEOUS REVENUE | \$817,940 | \$105,365 | \$94,645 |
| TAXES | \$6,136,175 | \$5,185,200 | \$8,270,960 |
| TOTAL BUDGETED REVENUE | \$9,347,990 | \$8,484,010 | \$9,804,220 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$6,280,985 | \$6,832,110 | \$7,871,185 |
| OTHER ORDINARY MAINTENANCE | \$2,224,050 | \$1,576,190 | \$1,831,190 |
| TRAVEL & TRAINING | \$33,550 | \$51,845 | \$51,845 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$50,000 |
| TOTAL BUDGETED EXPENDITURES | \$8,538,585 | \$8,460,145 | \$9,804,220 |
| FULL-TIME BUDGETED EMPLOYEES | 49 | 54 | 57 |

COMMUNITY DEVELOPMENT - ADMINISTRATION

MISSION & SERVICES


The Administration Division provides leadership, direction, and financial, technical, and operational support to CDD, and coordinates with other City departments and outside agencies. The Division consists of general management and administration, fiscal and program management, and other enterprise-wide functions such as communications, GIS, and data and information management. The Division increasingly provides data analysis and support to planning initiatives throughout the City. Through the addition of a permanent Communications Manager, CDD has enhanced its capacity to communicate with residents, businesses, and visitors. The Division is also focused on creating learning opportunities for CDD staff, especially training that emphasizes effective community engagement and outreach skills.





CDD engages and collaborates with community partners, other departments, and government agencies to make Cambridge a desirable place to live, work, and play.


The Administration Division manages program and activity funds totaling nearly 10 times the size of CDD's tax-funded budget. These funds include federal grants, housing trust funds, and project-specific grants. 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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

- 

1. **Support data-driven, long-term planning and multi-disciplinary initiatives to enhance quality of life for Cambridge residents.**
- 

2. **Support and train staff to 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,549,405 | \$2,081,470 | \$2,405,920 |
| OTHER ORDINARY MAINTENANCE | \$176,535 | \$233,210 | \$235,960 |
| TRAVEL & TRAINING | \$33,025 | \$51,320 | \$51,320 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$50,000 |
| TOTAL BUDGETED EXPENDITURES | \$1,758,965 | \$2,366,000 | \$2,743,200 |
| FULL-TIME BUDGETED EMPLOYEES | 11 | 15 | 16 |




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. In FY19, Envision Cambridge will build upon the comprehensive vision and core values developed in the first phase and the subject-matter and place-focused analysis of the second phase. Multidisciplinary recommendations on a range of topics will be developed, while continuing strong in-person and digital engagement with the community. Community Planning staff will focus on neighborhood planning throughout the city, with an emphasis on broadening civic engagement.

With expanded capacity to match the pace of development activity, the Division supports the Planning Board as it reviews special permit projects and conducts design review to guide development in Cambridge and create an active, livable, and pleasant public realm. The Division also develops zoning strategies to respond to City Council and community goals, and supports the Planning Board and City Council in their consideration of zoning changes. In FY19, construction will begin on the first three East Cambridge parks in a newly conceived network. The renovation of three schoolyard play areas and Sacramento Field will be completed, broadening access to public resources for people of all ages and abilities. The process to plan improvements for the Harvard Square Kiosk and Plaza will also advance in FY19.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Advance citywide Envision Cambridge planning process to establish a shared vision for the city's future (% complete) | 50% | 75% | 100% |
| 2 | Number of projects undergoing urban design review | 43 | 42 | 42 |
| 3 | Number of open space projects in design or construction phase | 11 | 9 | 9 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,572,415 | \$1,528,925 | \$1,668,920 |
| OTHER ORDINARY MAINTENANCE | \$271,535 | \$245,500 | \$220,700 |
| TRAVEL & TRAINING | \$525 | \$525 | \$525 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,844,475 | \$1,774,950 | \$1,890,145 |
| FULL-TIME BUDGETED EMPLOYEES | 13 | 13 | 13 |

COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT

MISSION & SERVICES

The Economic Development Division works to provide a robust, sustainable, entrepreneurial, and diverse economy with an educated and employable workforce. The Division also strives to attract and retain large businesses in the life sciences and technology sectors. In FY19, the Division will continue to implement the recommendations from the Retail Strategy Plan to support and enhance the retail environment in Cambridge, with a focus on small businesses. New resources for this City priority will expand the Division’s capacity to oversee projects and programs that broaden access and technical support for small local businesses. The Division also expects to continue initiatives such as Small Business Coaching, the Small Business Challenge, and the Food Truck program, which encourage innovation, experimentation, and participation of small, women, and minority-owned businesses.



The City's free 10-week business planning program helps residents and business owners develop their business plans.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number attending small business workshops and receiving startup, expansion, relocation, or business development assistance | 250 | 255 | 255 |
| 1 | Businesses that receive façade, signage and lighting, and storefront accessibility improvements | 14 | 18 | 16 |
| 1 | Small businesses assisted through the Small Business Enhancement Program and Retail Interior Accessibility Program | 35 | 38 | 30 |
| 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$372,420 | \$381,170 | \$545,100 |
| OTHER ORDINARY MAINTENANCE | \$72,570 | \$103,850 | \$112,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$444,990 | \$485,020 | \$657,100 |
| FULL-TIME BUDGETED EMPLOYEES | 3 | 3 | 4 |

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.

Transportation: In FY19, the Division will advance City priorities for sustainable transportation and will focus more broadly on the future of urban mobility and development of a long-term electric vehicle strategy for Cambridge. Continued work toward roadway safety for all users includes targeted traffic calming projects, pedestrian and bicycle infrastructure enhancements, implementing the Bus Rapid Transit pilot project on Mount Auburn Street, and reducing traffic impacts from development projects. The Division also administers the Parking and Transportation Demand Management (PTDM) Ordinance, a national model for improving mobility and access for residents and visitors, and reducing traffic and greenhouse gas emissions.

With new resources in FY19, the Division will expand its work to educate the community through bicycle workshops and the Safe Routes to School Program, which will be offered in all Cambridge Public Schools. In addition, through a robust outreach and engagement program for youth interns through the Glocal Challenge and the Mayor's Summer Youth Employment Program, we will continue to expand activities throughout the city to promote sustainability and active lifestyle choices.

Climate & Energy: FY19 efforts to encourage reduction of greenhouse gas emissions from transportation include installation of new electric vehicle charging stations in response to growing demand, and advancing the design of the Grand Junction multi-use path. The Division also engages in multiple regional initiatives to promote quality of life, access, and improved air quality such as a transit analysis of the Allston-Kendall corridor and the redesign of the I-90 Allston/Cambridge highway interchange.

The Division will continue to prioritize climate change mitigation and preparedness efforts, including becoming resilient to heat and flooding impacts, setting Cambridge on the trajectory to eliminate carbon emissions from building operations, and greening the energy supply. Tracking progress through a new web-based Sustainability Dashboard, further advancement of climate initiatives in FY19 will include continued implementation of the Net Zero Action Plan and next steps in the development of a Low Carbon Energy Supply Strategy for Cambridge.






The Division oversees several direct community programs that help residents save money and energy, including a Cambridge Energy Alliance initiative to provide energy retrofit and solar advice to residents



Staff work intensively with Cambridge youth to develop skills related to outreach and promotion of sustainable lifestyle choices. Behavior changes at the grassroots level are essential to achieve the City's ambitious goals for community health and environmental sustainability.

and small businesses, ongoing work to provide multi-family households with energy management tools, and a renewable thermal energy pilot program to connect interested residents with clean heating technologies. In FY19, the Division will also continue to advance initiatives through collaborative engagement with the Cambridge Compact for a Sustainable Future, which facilitates sharing of best sustainability practices among local institutions and the broader community, and the Metro Mayors Climate Smart regional coalition.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Transportation demand management programs that encourage walking, bicycling, and public transit | 10 | 12 | 14 |
| 1 | Students trained in the Safe Routes to School Program and high school educational programs (all grades) | 1,306 | 1,600 | 1,900 |
| 2 | Local/regional transportation infrastructure projects that advance the City's environmental, public health, and community livability goals | 16 | 16 | 18 |
| 2 | PTDM plans and special permits reviewed and/or monitored for compliance | 70 | 70 | 68 |
| 3 | Initiatives to reduce total fossil fuel energy use in buildings and vehicles | 11 | 14 | 9 |
| 3 | Initiatives to increase the portion of our total energy use supplied by renewables | 5 | 7 | 9 |
| 4 | Initiatives to decrease and prepare for climate change risk | n/a | n/a | 3 |
| 5 | Initiatives to engage the community in supporting sustainability | 17 | 21 | 24 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,521,875 | \$1,571,835 | \$1,780,510 |
| OTHER ORDINARY MAINTENANCE | \$1,654,575 | \$936,030 | \$1,109,030 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$3,176,450 | \$2,507,865 | \$2,889,540 |
| FULL-TIME BUDGETED EMPLOYEES | 12 | 13 | 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 FY19, the Division will continue work to preserve affordable housing subject to expiring affordability restrictions, and work with the Affordable Housing Trust and local housing partners to create new affordable homes, such as those at the 98-unit Concord Highlands, which will be under construction in FY19. Through expanded capacity, the Division will be able to better offer access to new rental housing created through the increased Inclusionary Housing provisions. In FY19, we will begin to see completion of more than 250 new inclusionary units now under construction. The Division will also re-evaluate the Incentive Zoning Nexus Study to assess the current impact of new non-residential development on affordable housing needs in the city.

FY19 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, affordable homes and financial assistance to buyers, and rehabilitation assistance and financing to homeowners.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | New rental units under development and existing units preserved as affordable housing with City financing | 125 | 100 | 100 |
| 1 | New affordable homeownership units under development with City financing and older homes rehabilitated for new buyers | 14 | 12 | 12 |
| 1 | New affordable inclusionary housing units approved | 56 | 125 | 125 |
| 2 | New households provided with affordable rental housing through CDD | 74 | 100 | 125 |
| 3 | New households purchasing affordable homes through CDD | 12 | 15 | 15 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,264,870 | \$1,268,710 | \$1,470,735 |
| OTHER ORDINARY MAINTENANCE | \$48,835 | \$57,600 | \$153,500 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,313,705 | \$1,326,310 | \$1,624,235 |
| FULL-TIME BUDGETED EMPLOYEES | 10 | 10 | 11 |

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, such as 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 Robert W. Healy Public Safety Facility.

The following expenditures are included in the FY19 Debt Service budget:

- **Maturing Bonded Debt (\$49,202,680):** 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 (\$16,705,850):** 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 20-26, 2018, the City held its second minibond sale in which Cambridge residents could purchase up to 25 minibonds at \$1,000/minibond for a total possible investment of \$25,000. 217 Cambridge residents purchased \$1,858,000 in minibonds, with a median order size of \$5,000 and an average order size of \$8,562. The true interest cost of the 2018 minibonds is 2.0% and the bonds will mature in five years in 2023. The City was awarded the 2017 "Deal of the Year" by *The Bond Buyer* for its inaugural minibond program in 2017.



On March 1, 2018, the City issued \$82,465,000 in bonds to raise the remaining funds needed for planned capital improvements. The true interest cost of these bonds is 2.7% and most of the bonds will mature in 10 years in 2028. In accordance with the Massachusetts Municipal Modernization Act of 2016, the \$8,671,155 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 \$84,323,000 raised from the 2018 bond sales will support the following capital projects:

- School building renovations (King Open and Cambridge Street Upper Schools & Community Complex - \$59,101,000)
- Sewer reconstruction (\$14,612,000)
- Municipal Facilities Improvement Plan (\$4,400,000)
- Street/sidewalk reconstruction (\$3,520,000)
- Fletcher Maynard Academy roof (\$1,325,000)
- East Grand Junction design (\$925,000)
- School boiler maintenance (\$440,000)

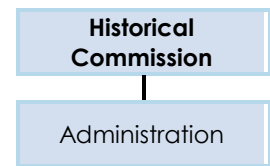
In conjunction with these bond sales, the City received the highest credit rating (AAA) awarded by the three major credit rating agencies: Moody's Investors Service, S&P Global Ratings, and Fitch Ratings. Cambridge is one of approximately 33 cities nationally to receive the highest rating from all three agencies.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$20,514,750 | \$22,963,765 | \$24,463,460 |
| INTERGOVERNMENTAL REVENUE | \$1,679,240 | \$1,599,105 | \$44,375 |
| MISCELLANEOUS REVENUE | \$1,700,000 | \$2,000,000 | \$3,500,000 |
| TAXES | \$34,202,305 | \$35,922,145 | \$38,400,695 |
| TOTAL BUDGETED REVENUE | \$58,096,295 | \$62,485,015 | \$66,408,530 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$148,755 | \$400,000 | \$500,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$57,676,295 | \$61,776,405 | \$65,908,530 |
| TOTAL BUDGETED EXPENDITURES | \$57,825,050 | \$62,176,405 | \$66,408,530 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

HISTORICAL COMMISSION

DEPARTMENT OVERVIEW



The Cambridge Historical Commission (CHC) protects over 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. The staff is administering the Harvard Square Conservation District Study Committee, which is examining and may amend current guidelines and procedures, and has forwarded the completed Landmark Study Report on the Foundry Building at 101 Rogers Street to the City Council for action. Property owners, architects, and local institutions consult with CHC staff for 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. The grants benefit City-owned buildings and landscapes, as well as properties owned by affordable housing agencies, income-eligible homeowners, and nonprofit organizations. The annual Preservation Awards Program honors outstanding local projects and their owners, architects, and craftspeople.

The CHC maintains a dynamic public archive on the architectural and social history of Cambridge. An architectural inventory documents the city's 13,000+ buildings; collections include atlases, photographs, and ephemera. The Archivist is developing a collections database, cataloguing the research library, and overseeing a long-term digitization project. The CHC publishes award-winning architectural studies and neighborhood oral histories. The staff offers programs and tours to local school and community groups and plans and participates in annual citywide events, such as Open Archives and Discovery Day. The CHC website offers regulation and preservation information, technical and research guides, interactive maps, staff reports, and articles on local history.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| MISCELLANEOUS REVENUE | \$5,705 | \$2,800 | \$2,225 |
| TAXES | \$633,490 | \$649,830 | \$704,345 |
| TOTAL BUDGETED REVENUE | \$639,195 | \$652,630 | \$706,570 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$624,600 | \$623,290 | \$668,620 |
| OTHER ORDINARY MAINTENANCE | \$93,625 | \$36,750 | \$36,750 |
| TRAVEL & TRAINING | \$800 | \$1,200 | \$1,200 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$719,025 | \$661,240 | \$706,570 |
| FULL-TIME BUDGETED EMPLOYEES | 5 | 5 | 6 |

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. Six to eight new markers are planned for the African American Heritage Trail.

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.



An archives assistant carefully scrapes hardened adhesive from the back of a photograph. Materials conservation is an important part of archives management.

FY19 OBJECTIVES & PERFORMANCE MEASURES



1. **Protect significant buildings and neighborhoods throughout the city, including properties in historic and neighborhood conservation districts and designated landmarks, through regulatory reviews at public hearings; engage the community through a variety of programs on Cambridge history; and support the built environment through CPA-funded grants to eligible projects.**



2. **Enhance public access to the CHC archive: develop a collections database, complete and maintain an online catalogue of the research library, and continue with pilot digitization project. Create special archive programs for City employees to be offered quarterly.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|-------------|----------------|-------------|
| 2 | Continue work on pilot project to digitize CHC's architectural inventory. The pilot is anticipated to be completed in FY20. Percentages indicate portion of entire pilot project. | 18% | 32% | 68% |
| 2 | Complete and maintain online searchable catalogue of CHC reference library. | 26% | 78% | 100% |

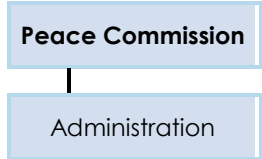
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|------------------|------------------|
| SALARIES & WAGES | \$624,600 | \$623,290 | \$668,620 |
| OTHER ORDINARY MAINTENANCE | \$93,625 | \$36,750 | \$36,750 |
| TRAVEL & TRAINING | \$800 | \$1,200 | \$1,200 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$719,025 | \$661,240 | \$706,570 |
| FULL-TIME BUDGETED EMPLOYEES | 5 | 5 | 6 |

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, connected, and supportive city. The Commission recognizes and sustains the powerful link between relationships, dialogue, and understanding to enhance our community by:

- Convening and 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 and build community resilience.
- 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; San José Las Flores, El Salvador; and Les Cayes, Haiti; and providing guidance and support for potential relationships.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| INTERGOVERNMENTAL REVENUE | \$23,450 | \$23,450 | \$23,450 |
| TAXES | \$131,240 | \$135,510 | \$139,610 |
| TOTAL BUDGETED REVENUE | \$154,690 | \$158,960 | \$163,060 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$145,505 | \$149,430 | \$150,885 |
| OTHER ORDINARY MAINTENANCE | \$3,980 | \$6,575 | \$9,325 |
| TRAVEL & TRAINING | \$1,190 | \$2,850 | \$2,850 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$150,675 | \$158,855 | \$163,060 |
| 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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Work with community groups and 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 and maintain Cambridge's Sister City relationships and connect them to related communities and other interested individuals within the city.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Cross-sector collaborations and events with City departments, community and nonprofit organizations, and faith communities. | 16 | 16 | 16 |
| 3 | Participants at community-wide events and public commemorations to promote diversity and inclusion, and to build stronger connections and understanding, as well as gatherings in response to traumatic events | 1,600 | 1,500 | 1,500 |
| 4 | Community building events, public forums and educational meetings, presentations, and workshops, on issues of local and global concern, including about Cambridge's Sister Cities | 32 | 35 | 40 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$145,505 | \$149,430 | \$150,885 |
| OTHER ORDINARY MAINTENANCE | \$3,980 | \$6,575 | \$9,325 |
| TRAVEL & TRAINING | \$1,190 | \$2,850 | \$2,850 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$150,675 | \$158,855 | \$163,060 |
| FULL-TIME BUDGETED EMPLOYEES | 1 | 1 | 1 |

PUBLIC WORKS

DEPARTMENT OVERVIEW

The mission of the Department of Public Works (DPW) 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 and work toward a sustainable future.

The Department's annual budget ensures that these core values remain embedded in all operations and capital programs. Budget increases in FY18 and FY19 will continue to advance work toward this mission, while supporting City Council goals associated with sustainability, resilience, and safety for all modes of transportation.

Commitment to Sustainable Energy Use

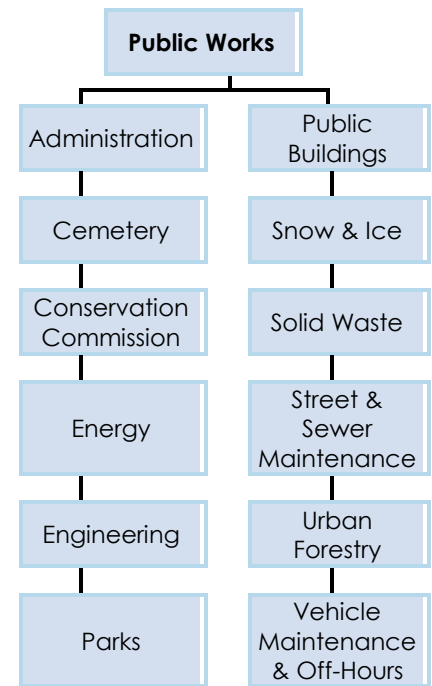
Substantial investments in energy efficiency and clean energy, along with a cleaner regional fuel supply, have the City on target to achieve a 30% reduction in greenhouse gas (GHG) emissions from municipal operations by 2020, and to develop strategies for 2030 and beyond with an eventual goal of reaching net zero emissions as expeditiously as possible. In support of these goals, the City has initiated a Municipal Facilities Improvement Plan in recent years, which has evaluated and prioritized more than 42 buildings for capital improvements. Over the past year, Public Works has also worked with the U.S. Department of Transportation's Volpe Research Center to develop strategies to increase fuel efficiency and decrease the GHG emissions of the City's fleet.

In 2009, the City set a goal to reduce residential trash disposal by 30% by 2020, and by 80% by 2050. With that goal in mind, the curbside compost program was expanded to all residential buildings with 1-12 units in April 2018. This program now reaches 25,000 households. The goal of citywide curbside compost collection is to significantly reduce both trash volume and greenhouse gas emissions. In FY19, Public Works will also initiate a small business recycling collection pilot program, which is expected to serve up to 150 businesses by providing twice weekly pickup of three recycling receptacles per business.

Strengthen Capacity for Resiliency

While Public Works continues to work toward more sustainable energy use and the reduction of GHG emissions, climate change preparedness and resiliency have become increasing priorities. During FY18, Public Works developed an online Flood Viewer Tool to provide an easy way for property owners and other users to look up flood risk projections for individual parcels. The tool provides flood elevations, surface elevations, and flood extent for FEMA flood insurance zones, and City modeling of present, 2030, and 2070 precipitation and sea level rise/storm surge scenarios.

The Department continues to build on decades of investment in sewer and stormwater capital improvements, with the most significant work currently focused on The Port neighborhood. This multi-phase program will rehabilitate existing infrastructure, construct two underground stormwater tanks



with over 1 million 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.

During the past year, Public Works has started developing a comprehensive Urban Forestry Master Plan to guide the development of the urban forest into the future. This work will include strategies to evaluate, maintain, and expand the urban forest canopy while becoming more resilient to climate change; reducing the urban heat island effect; mitigating stormwater runoff; reducing nutrient runoff; and contributing to community wellbeing.

A Commitment to Vision Zero

Public Works provides the planning, design, and construction of projects associated with the Five-Year Street and Sidewalk Public Investment Program. The program aims to provide high quality infrastructure with an emphasis on designing and building streets for all users and supporting the City's commitment to Vision Zero. Priority is placed on locations where the street, sidewalk, and bike facilities are in poor condition as well as on locations serving significant pedestrian populations. The Department also continues to develop and implement strategies associated with our snow and ice program to improve the safety and feasibility of cycling during the winter months, and to do so in environmentally sensitive ways. Driver safety classes focus on developing awareness of, and respect for, pedestrians and cyclists.

New Positions in FY19

The FY19 budget includes four new full-time positions for Public Works. The Municipal Facilities Improvement Project Manager, previously a temporary contracted position, will become a permanent position to enable the ongoing implementation of this capital program. The new Buildings Project Administrator will support asset and work order management associated with expanding facilities improvement programs. A new Engineer position will support the review of building permits and associated inspections, which have increased in number and complexity in recent years. Finally, a new Off-Hours Supervisor position will enable the Department to continue to improve the quality and consistency of customer and public service during nights and weekends.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$6,954,515 | \$7,087,890 | \$6,936,390 |
| FINES & FORFEITS | \$1,058,195 | \$1,058,195 | \$1,058,195 |
| INTERGOVERNMENTAL REVENUE | \$1,316,060 | \$1,316,060 | \$1,316,060 |
| LICENSES & PERMITS | \$906,010 | \$954,000 | \$654,000 |
| MISCELLANEOUS REVENUE | \$209,050 | \$979,435 | \$878,155 |
| TAXES | \$27,279,435 | \$29,115,430 | \$31,350,470 |
| TOTAL BUDGETED REVENUE | \$37,723,265 | \$40,511,010 | \$42,193,270 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$24,233,930 | \$25,201,555 | \$26,129,100 |
| OTHER ORDINARY MAINTENANCE | \$14,541,720 | \$16,289,310 | \$15,308,240 |
| TRAVEL & TRAINING | \$470,735 | \$380,590 | \$155,930 |
| EXTRAORDINARY EXPENDITURES | \$600,000 | \$600,000 | \$600,000 |
| TOTAL BUDGETED EXPENDITURES | \$39,846,385 | \$42,471,455 | \$42,193,270 |
| FULL-TIME BUDGETED EMPLOYEES | 222 | 228 | 232 |

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. The Division continually re-evaluates business practices and operations to ensure that DPW maximizes service delivery and customer service while minimizing costs. Major program areas include Business Services, Safety, Human Resources, Community Relations, Operations Management, and Technology.





The Business Services Division oversees the financial operations of Public Works. The Division manages operating and capital budgets and payroll, pays invoices, prepares and manages contracts, and expands the use of technology in administrative functions.

In FY17, Public Works hired a Safety Officer to work with safety-sensitive City departments to formalize safety practices and procedures. The FY19 budget includes \$75,000 to expand the Safety Program through extensive training, equipment inspections and maintenance, and policy development.

Public Works is focused on providing excellent customer service and engaging with the community, both in person and online. This work has included hosting approximately 40 meetings and events annually to engage with residents and businesses, and resolving over 12,000 service requests via the Commonwealth Connect application in FY18.

In addition to ongoing work to support community relations associated with public construction projects and solid waste reduction programs, the Department launched the “Cambridge, Get Rid of It Right” tool and “Zero Waste Cambridge App” to provide residents with street cleaning and curbside collection information and reminders. Since January 2018, the tool has been used over 9,000 times with over 5,500 searches for how to properly dispose of items.

FY19 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.
- 

 2. Develop and implement a comprehensive employee safety program that includes policy development, process improvement, training, and equipment inspections and investments to reduce workplace accidents, injuries, and illnesses across the Public Works, Electrical, Water, and Traffic, Parking & Transportation Departments.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,109,680 | \$2,251,895 | \$2,291,675 |
| OTHER ORDINARY MAINTENANCE | \$351,890 | \$244,320 | \$420,270 |
| TRAVEL & TRAINING | \$458,250 | \$366,800 | \$152,140 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,919,820 | \$2,863,015 | \$2,864,085 |
| FULL-TIME BUDGETED EMPLOYEES | 16 | 16 | 17 |

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 final resting place for more than 2,400 veterans, including Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt. The Cambridge Cemetery is also where prominent literary figures Henry James, William James, and William Dean Howells, as well as Baseball Hall of Famers John Clarkson and Timothy Keefe, are buried.

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 Division 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.

During the past year, Public Works has initiated a Space Optimization and Beautification Plan at the Cemetery to more effectively plan for future needs.



Veterans' markers with flags in honor of Memorial Day in Cambridge Cemetery.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,089,735 | \$1,104,735 | \$1,121,895 |
| OTHER ORDINARY MAINTENANCE | \$32,170 | \$35,225 | \$35,225 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,121,905 | \$1,139,960 | \$1,157,120 |
| FULL-TIME BUDGETED EMPLOYEES | 10 | 10 | 10 |

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's primary responsibility is to administer the Massachusetts Wetlands Protection Act (MWPA) and the Commonwealth's Stormwater Management Policy.





The Conservation Commission Director works with the seven-member volunteer Commission to fulfill the statutory requirements of the MWPA, 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 Director also works with regional, state, and federal agencies to address short and long-term environmental concerns; serves on the Fresh Pond Advisory Board, Open Space Committee, Mystic River Watershed Municipal Subcommittee, Food and Fitness Policy Council, Urban Task Force, and Arlington, Belmont, and Cambridge Stormwater Flooding Board; and supports administration of the Community Preservation Act (CPA). A Commission member also serves on the CPA Committee and the Fresh Pond Advisory Board.

The Commission Director manages the Community Garden Program, overseeing 14 active gardens serving approximately 550 residents across Cambridge. The Director also coordinates monthly urban gardening events with New England Wildflower Society. These popular events have increasingly focused on climate change and resiliency during the past year.



A bio-swale permitted by the Conservation Commission and installed as part of the Fresh Pond Drainage and Community Garden Project.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$135,580 | \$142,040 | \$147,470 |
| OTHER ORDINARY MAINTENANCE | \$0 | \$1,000 | \$1,000 |
| TRAVEL & TRAINING | \$0 | \$900 | \$900 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$135,580 | \$143,940 | \$149,370 |
| FULL-TIME BUDGETED EMPLOYEES | 1 | 1 | 1 |

PUBLIC WORKS - ENERGY

MISSION & SERVICES

The Public Works Energy program supports the City's energy, greenhouse gas (GHG) 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 toward a GHG emissions reduction target of 30% reduction for 2020, and the development of a more significant reduction target for 2030.
- 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.



Utilizing a Massachusetts Division of Energy Resources Green Communities Grant, Public Works was able to convert two maintenance vans, a shuttle bus (above), and a trash truck to hybrid drive systems to reduce tailpipe emissions and the use of fossil fuels.

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 2 | Develop 2030 GHG emissions reduction target for municipal operations from a 2008 baseline (% complete) | 25% | 75% | 100% |
| 2 | Meet 2020 goal of generating 5% of municipal energy use from onsite renewable sources (% of energy generated by onsite renewables) | 2.2% | 3.1% | 3.6% |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$1,490,795 | \$2,040,380 | \$2,318,045 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,490,795 | \$2,040,380 | \$2,318,045 |
| 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 FY18, the sewer and stormwater management program included management of \$31.1 million in infrastructure projects, 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 manages planning, design, and construction of roadway improvement projects.

The Engineering Division also managed \$7.1 million in street and sidewalk improvements during FY18. 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 program aims to provide high quality infrastructure with an emphasis on designing streets for all users and supporting the City's commitment to Vision Zero.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,393,470 | \$2,353,255 | \$2,691,695 |
| OTHER ORDINARY MAINTENANCE | \$459,410 | \$370,685 | \$412,685 |
| TRAVEL & TRAINING | \$11,945 | \$11,690 | \$1,690 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,864,825 | \$2,735,630 | \$3,106,070 |
| FULL-TIME BUDGETED EMPLOYEES | 19 | 19 | 20 |

PUBLIC WORKS - PARKS

MISSION & SERVICES

In FY19, the Parks and Urban Forestry Division will be separated into two separate divisions. Urban Forestry is described on a later page.

The Parks Division maintains over 130 municipal and school properties, including parks, playgrounds, squares, plazas, medians, and public building grounds. The Division ensures that parks are safe, clean, and attractive and have been properly prepared for sports activities and other special events.




Parks oversees installation, renovation, and maintenance of landscape beds

The Division oversees installation, renovation, and maintenance of landscape beds, playing fields, playground structures, and water features throughout the city. Staff coordinate with the Conservation Commission Director 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.

Increased funding for several park preventative maintenance programs during FY19 will ensure recreational facilities remain safe, accessible, and enjoyable for all users. The FY19 budget includes \$45,000 for sport hard surface repairs (such as basketball and tennis courts), \$50,000 for significant athletic field restoration, and an additional \$30,000 for athletic field cultural practices (which include aerating, over-seeding, and top dressing twice per year).

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide a quality park and landscaping maintenance program with a commitment to community partnerships.

DIVISION FINANCIAL OVERVIEW

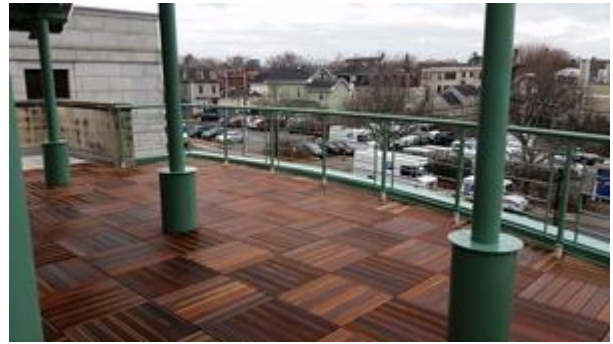
| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$4,114,300 | \$3,999,980 | \$3,103,625 |
| OTHER ORDINARY MAINTENANCE | \$2,216,015 | \$2,275,895 | \$1,992,395 |
| TRAVEL & TRAINING | \$540 | \$700 | \$700 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$6,330,855 | \$6,276,575 | \$5,096,720 |
| FULL-TIME BUDGETED EMPLOYEES | 38 | 39 | 29 |

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.



During the past year, Public Works replaced the membrane roof of the Citywide Senior Center, which presented an opportunity to upgrade rooftop patio finishes, lighting, and accessibility, as well as install a 10kW photovoltaic array for renewable electrical production on a new shade canopy.

Public Buildings is responsible for all aspects of construction, renovation, and significant maintenance to City buildings. The Division helps to manage the City's Municipal Facilities Improvement Plan, which has evaluated and prioritized more than 42 buildings for capital improvements in areas such as accessibility, climate resilience, energy conservation, building envelope, fire and life safety, historic preservation, HVAC, lighting, occupant comfort, and mechanical systems. Through this program in FY18, Public Works managed HVAC control upgrades at the Central Square Library and Alice K. Wolf Center, rooftop solar projects at the Kennedy Longfellow School and Main Library, and cooling tower replacements at the Robert W. Healy Public Safety Facility and the Main Library. The City also installed LED lighting at nine municipal facilities during FY18.

In FY19, Public Works will manage projects to install LED lights at the City Hall Annex, design and install a new high-efficiency HVAC system for the Frisoli Youth Center Day Care Center, design a high-efficiency HVAC system for the Moses Youth Center Day Care Center, and provide standardized data acquisition for photovoltaic systems.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$4,108,335 | \$4,050,390 | \$4,502,220 |
| OTHER ORDINARY MAINTENANCE | \$1,669,325 | \$1,619,220 | \$1,675,725 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$5,777,660 | \$5,669,610 | \$6,177,945 |
| FULL-TIME BUDGETED EMPLOYEES | 41 | 42 | 44 |

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. Public Works 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.

FY19 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.
- 

 3. Continue to develop and implement strategies to improve the safety and feasibility of cycling during winter months.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|------------------|
| SALARIES & WAGES | \$0 | \$586,630 | \$192,755 |
| OTHER ORDINARY MAINTENANCE | \$1,984,480 | \$2,610,945 | \$179,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,984,480 | \$3,197,575 | \$371,755 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

PUBLIC WORKS - SOLID WASTE

MISSION & SERVICES

The Solid Waste Division provides trash, recycling, compost, and street cleaning services, working to improve the cleanliness of the city and to promote a decrease in trash disposal. The Division manages weekly curbside pickup of single-stream recycling, trash, and compost, yard waste collection for nine months each year, seasonal Christmas tree collection, collection of large appliances, and household hazardous waste collections. Staff work closely with the volunteer Recycling Advisory Committee to advance various recycling programs.






During April 2018, all 1-12 unit residential buildings with City trash service began receiving curbside compost collection on their regular trash/recycling pickup day.

Citywide curbside compost collection was expanded to all 1-12 unit households in April 2018. During FY19, Public Works will launch a small business recycling collection pilot program, which is expected to serve up to 150 businesses by providing twice weekly pick up of three receptacles per business.

The Solid Waste Division also 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. Major priorities in recent years include increasing the number of recycling bins in public areas and continuing citywide rodent control efforts.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Average pounds of trash per household per week | 17.7 | 17 | 15 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|---------------------|---------------------|
| SALARIES & WAGES | \$5,435,135 | \$5,911,690 | \$6,162,210 |
| OTHER ORDINARY MAINTENANCE | \$4,540,695 | \$5,236,470 | \$5,888,435 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$9,975,830 | \$11,148,160 | \$12,050,645 |
| FULL-TIME BUDGETED EMPLOYEES | 54 | 58 | 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 standby generator systems.

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 125 miles of streets.

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of pothole repairs completed | 1,357 | 1,200 | 1,200 |
| 1 | Percent of pothole repairs completed within one week | 89% | 85% | 85% |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,877,050 | \$2,765,945 | \$2,869,765 |
| OTHER ORDINARY MAINTENANCE | \$1,122,555 | \$1,221,875 | \$1,316,875 |
| TRAVEL & TRAINING | \$0 | \$500 | \$500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$3,999,605 | \$3,988,320 | \$4,187,140 |
| FULL-TIME BUDGETED EMPLOYEES | 26 | 26 | 26 |

PUBLIC WORKS - URBAN FORESTRY

MISSION & SERVICES

Urban Forestry is 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 25th consecutive year, as well as its more prestigious Growth Award for the 10th consecutive year.



Enhanced tree planting specifications now include an extended period of summer watering to improve the health and longevity of street trees.

During the past year, Public Works has begun work to develop a comprehensive Urban Forestry Master Plan to guide the development of the urban forest into the future. This work will include strategies to evaluate, maintain, and expand the urban forest canopy while becoming more resilient to climate change, reducing the urban heat island effect, mitigating stormwater runoff, reducing nutrient runoff, and contributing to community wellbeing. The plan will be developed in coordination with a Task Force appointed by the City Manager and will align with Envision Cambridge and the Climate Change Preparedness & Resilience Plan.

FY19 OBJECTIVES & PERFORMANCE MEASURES



1. Maintain a commitment to proactive maintenance and excellent customer service in the Urban Forestry program.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Net increase of total trees after planting and removal | 581 | 410 | 480 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| SALARIES & WAGES | \$0 | \$0 | \$1,144,820 |
| OTHER ORDINARY MAINTENANCE | \$0 | \$0 | \$550,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$0 | \$0 | \$1,694,820 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 10 |

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 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, minimizes emissions of conventional air pollutants and greenhouse gases, and incorporates alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible.



Public Works maintains over 300 City-owned vehicles and pieces of equipment.

Over the past year, Public Works has been working with the U.S. Department of Transportation's Volpe Research Center to develop strategies to increase fuel efficiency and decrease the GHG emissions of the City's fleet. Volpe inventoried the Public Works' fleet and emissions, identified available and emerging technologies, developed overall GHG scenarios, and met with stakeholders to discuss operational needs and constraints. In FY18, the City utilized state Green Community Grant funds to convert four vehicles to hybrid systems. Upcoming work will provide analytical and consulting support toward plan implementation, with a focus on medium and heavy-duty vehicles.

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.

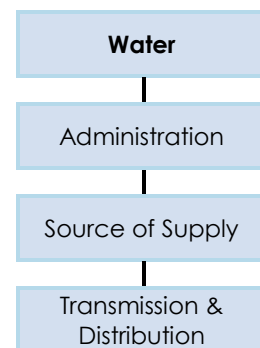
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,970,645 | \$2,034,995 | \$1,900,970 |
| OTHER ORDINARY MAINTENANCE | \$674,385 | \$633,295 | \$518,585 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$600,000 | \$600,000 | \$600,000 |
| TOTAL BUDGETED EXPENDITURES | \$3,245,030 | \$3,268,290 | \$3,019,555 |
| 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 Resources Authority (MWRA) interconnects. CWD continues to implement a long-term capital strategic plan to maintain the integrity and functionality of the City's water system.

Over the past few years, a large part of Massachusetts has been affected by extreme drought conditions. While the state officially declared the drought to be over in May 2017, CWD remains diligent in its water conservation campaign. The Department closely monitors the water table index with reference to predictions produced by state and federal agencies.

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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| CHARGES FOR SERVICES | \$19,107,680 | \$18,295,000 | \$13,973,855 |
| TOTAL BUDGETED REVENUE | \$19,107,680 | \$18,295,000 | \$13,973,855 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$6,819,345 | \$6,996,715 | \$7,306,355 |
| OTHER ORDINARY MAINTENANCE | \$5,073,675 | \$3,906,495 | \$3,902,415 |
| TRAVEL & TRAINING | \$46,925 | \$86,580 | \$86,580 |
| EXTRAORDINARY EXPENDITURES | \$2,909,455 | \$2,799,505 | \$2,678,505 |
| TOTAL BUDGETED EXPENDITURES | \$14,849,400 | \$13,789,295 | \$13,973,855 |
| 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.

FY19 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 by providing notifications via email, phone calls, and/or mail to account owners for unusually high meter reads.
-  3. Improve customer relations through public education programs, including 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 6 | Number public outreach water conservation sessions held | 1 | 3 | 3 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,519,845 | \$1,522,095 | \$1,526,165 |
| OTHER ORDINARY MAINTENANCE | \$384,770 | \$413,355 | \$413,355 |
| TRAVEL & TRAINING | \$46,925 | \$86,580 | \$86,580 |
| EXTRAORDINARY EXPENDITURES | \$2,745,500 | \$2,624,505 | \$2,503,505 |
| TOTAL BUDGETED EXPENDITURES | \$4,697,040 | \$4,646,535 | \$4,529,605 |
| 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.



Waltham Reservoir.

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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,701,375 | \$2,778,645 | \$2,846,950 |
| OTHER ORDINARY MAINTENANCE | \$4,346,730 | \$3,044,090 | \$3,027,625 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$7,048,105 | \$5,822,735 | \$5,874,575 |
| 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 water main valves, approximately 1,700 fire hydrants, and 18,300 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|----------------------------------|----------------|-------------------|----------------|
| 2 | Number of fire hydrants replaced | 83 | 50 | 50 |

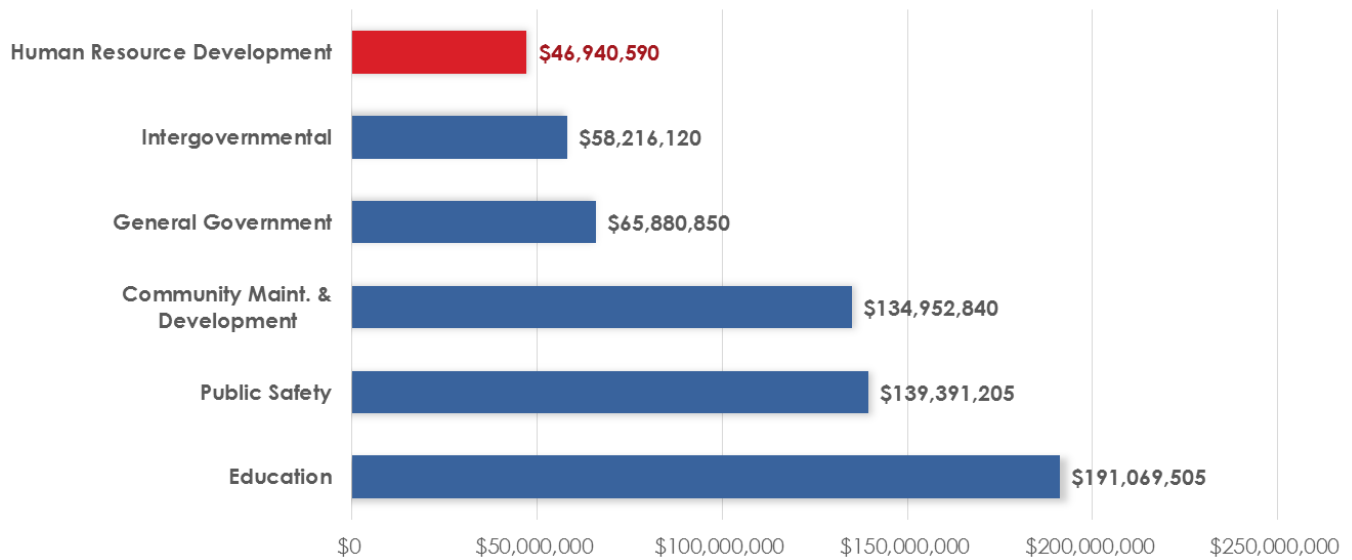
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,598,125 | \$2,695,975 | \$2,933,240 |
| OTHER ORDINARY MAINTENANCE | \$342,175 | \$449,050 | \$461,435 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$163,955 | \$175,000 | \$175,000 |
| TOTAL BUDGETED EXPENDITURES | \$3,104,255 | \$3,320,025 | \$3,569,675 |
| FULL-TIME BUDGETED EMPLOYEES | 23 | 23 | 23 |

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HUMAN RESOURCE DEVELOPMENT

FY19 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$636,451,110



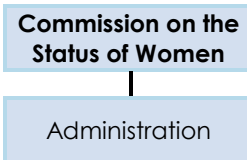
HUMAN RESOURCE DEVELOPMENT

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 PROPOSED |
|------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$4,781,870 | \$4,770,000 | \$4,301,275 |
| FINES & FORFEITS | \$73,870 | \$70,000 | \$65,000 |
| INTERGOVERNMENTAL REVENUE | \$1,508,190 | \$1,506,130 | \$1,506,130 |
| TAXES | \$33,864,220 | \$37,505,610 | \$41,068,185 |
| TOTAL BUDGETED REVENUE | \$40,228,150 | \$43,851,740 | \$46,940,590 |
| PROGRAM EXPENDITURES | | | |
| COMMISSION ON THE STATUS OF WOMEN | \$257,810 | \$265,175 | \$274,500 |
| HUMAN RIGHTS COMMISSION | \$285,165 | \$436,410 | \$491,210 |
| HUMAN SERVICES | \$27,242,925 | \$30,487,890 | \$33,623,350 |
| LIBRARY | \$9,959,265 | \$10,689,925 | \$11,325,160 |
| VETERANS' SERVICES | \$1,119,355 | \$1,150,365 | \$1,226,370 |
| TOTAL BUDGETED EXPENDITURES | \$38,864,520 | \$43,029,765 | \$46,940,590 |

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 building public awareness 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 City departments, community organizations, and coalitions to strengthen and enrich the 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. In FY18, the Commission received a record number of applications and welcomed five new enthusiastic commissioners. 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 FY18, the Commission focused on addressing some of the most pressing areas impacted by the current social and political climate. Highlights include sponsorship of the Boston Women's March and CRLS students' Take Back the Night march; an examination of the City's Sexual Harassment policy and training, as well as the City's Pay Equity efforts; a workshop for parents to understand #MeTooK12 in their children's lives; community discussions such as *How to be an Ally in the Age of #MeToo*; the creation of the Committee on Employee Safety to assess physical safety concerns of all employees; publication and distribution of *Identity, Relationships, and Media Activity Guide for Cambridge's Youth-Serving Programs*; and support of Mending Cambridge, the newly formed group for men addressing the impact of toxic masculinity.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| INTERGOVERNMENTAL REVENUE | \$9,960 | \$9,960 | \$9,960 |
| TAXES | \$244,005 | \$251,480 | \$264,540 |
| TOTAL BUDGETED REVENUE | \$253,965 | \$261,440 | \$274,500 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$248,175 | \$253,100 | \$263,940 |
| OTHER ORDINARY MAINTENANCE | \$9,535 | \$11,845 | \$10,035 |
| TRAVEL & TRAINING | \$100 | \$230 | \$525 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$257,810 | \$265,175 | \$274,500 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 2 |

COMMISSION ON THE STATUS OF WOMEN - ADMINISTRATION





MISSION & SERVICES

In addition to providing policy recommendations and advocacy, CCSW delivers 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 International Women's Day Breakfast, Women's History Month Celebration, Women in Cambridge business networking series, and the Vigil for Victims of Domestic Violence.



20th Annual 5th Grade Girls Sports Day, 2017.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Community events sponsored throughout the city to educate and engage citizens around the topic of domestic and gender-based violence | 4 | 5 | 5 |
| 2 | Number of girls recruited for programs | 252 | 285 | 275 |
| 3 | Number of forums sponsored, focus groups conducted, outreach, and activities offered to targeted residents | 9 | 10 | 10 |
| 4 | Events organized and relevant announcements and information promoted and publicized via website and social media outlets | 30 | 32 | 35 |

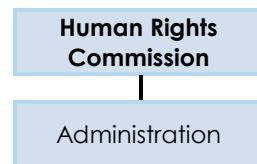
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$248,175 | \$253,100 | \$263,940 |
| OTHER ORDINARY MAINTENANCE | \$9,535 | \$11,845 | \$10,035 |
| TRAVEL & TRAINING | \$100 | \$230 | \$525 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$257,810 | \$265,175 | \$274,500 |
| 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 and the Massachusetts Commission Against Discrimination. CHRC's regional partners include metro-Boston Fair Housing agencies such as the Boston Office of Fair Housing and Equity, Boston's Fair Housing Commission, Metro-Housing/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, working with the Needs Assessment it developed in its first year, has been advancing its priority goals, among them the development of the City of Cambridge/Community Legal Services and Counseling Center (CLSACC) Immigrant Legal Screening Clinic, held monthly to provide free legal consultations and referrals to immigrants in need of immigration law advice. CIRC hired an Immigrant Services Liaison, who reaches out to immigrant communities to facilitate connections to City and regional resources. Administrative functions for CIRC are performed by CHRC staff.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| TAXES | \$257,270 | \$450,220 | \$491,210 |
| TOTAL BUDGETED REVENUE | \$257,270 | \$450,220 | \$491,210 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$279,640 | \$410,305 | \$441,410 |
| OTHER ORDINARY MAINTENANCE | \$4,545 | \$24,885 | \$48,100 |
| TRAVEL & TRAINING | \$980 | \$1,220 | \$1,700 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$285,165 | \$436,410 | \$491,210 |
| 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 determine 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 launched a monthly Immigration Legal Screening Clinic in December 2017 in collaboration with CLSACC to provide free consultations with volunteer immigration attorneys to immigrants seeking answers to a broad range of questions involving immigration law. The Clinic offers referrals to appropriate legal services following the consultation. CIRC continues to coordinate *Know Your Rights* trainings for immigrants at host sites throughout Cambridge. These and other efforts by CIRC are driven by the results of the Needs Assessment performed by CIRC staff and Commissioners in 2017.

FY19 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 investigations.**
-  4. **Coordinate Immigrant Legal Screening Clinics and *Know Your Rights* trainings at host sites in Cambridge to address immigrants' needs for advice about immigration law and constitutional rights.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of CHRC collaborations with City departments and non-City agencies | 52 | 55 | 60 |
| 1 | Number of CIRC collaborations and outreach efforts with City departments, non-City agencies, and individual immigrants | 13 | 175 | 200 |
| 4 | Number of <i>Know Your Rights</i> trainings and Screening Clinics | 15 | 10 | 18 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$279,640 | \$410,305 | \$441,410 |
| OTHER ORDINARY MAINTENANCE | \$4,545 | \$24,885 | \$48,100 |
| TRAVEL & TRAINING | \$980 | \$1,220 | \$1,700 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$285,165 | \$436,410 | \$491,210 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 2 |

HUMAN SERVICES

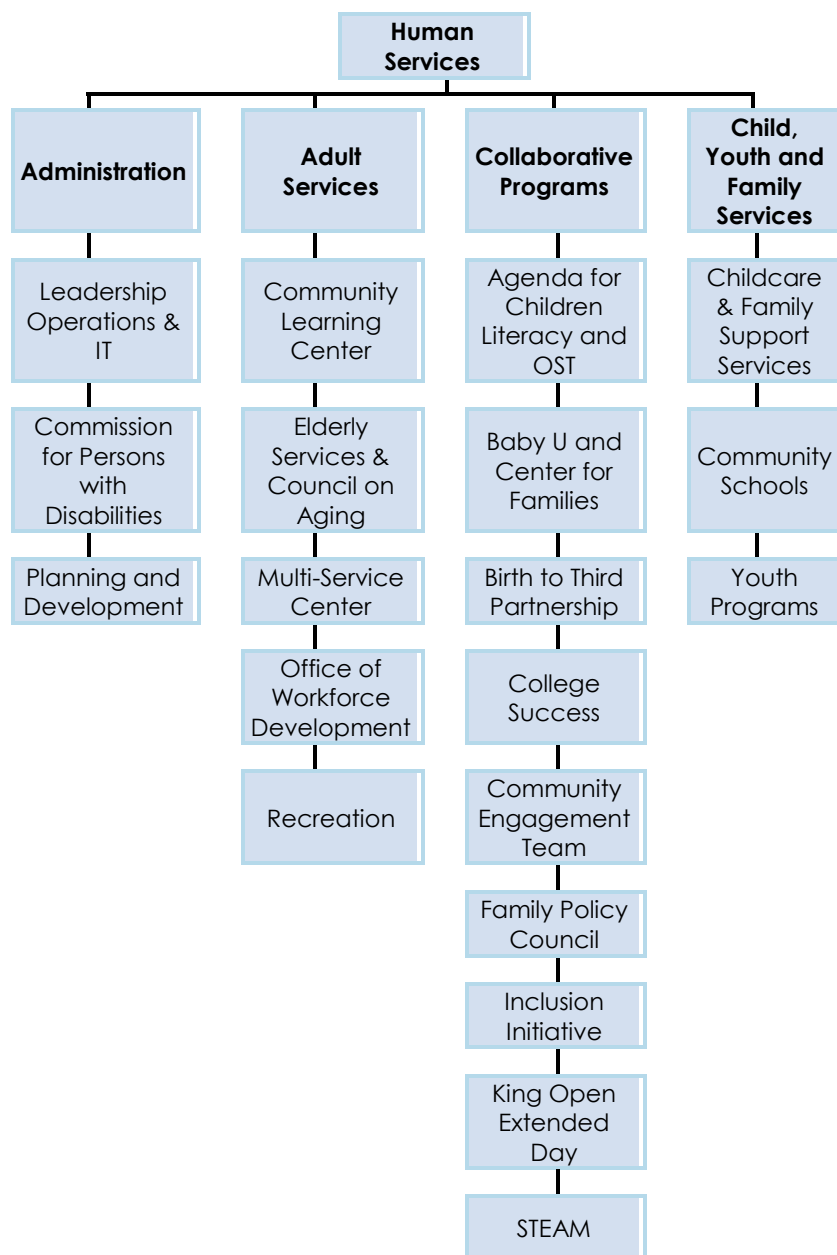
DEPARTMENT OVERVIEW

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 contracting 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 funded by the City and provided through nonprofit agencies include: homeless services, mental health services, domestic violence programs, food programs, legal assistance, and specialized services for linguistic minority communities.

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The FY19 budget includes \$1.1 million in new funding for the Birth to Third Partnership, including increasing the number of scholarships for low-income children to high quality community programs from 23 to 50, a new quality initiative for family childcare providers, enhancement to home visiting programs, and continuation of the intensive quality supports to existing community programs. In support of the City Council's goal to support educational opportunity for all, the budget includes \$100,000 in additional



scholarship funds for low-income children in community school programs, enhanced staffing to support coordinated services from school to out of school time for high need youth in grades 6-8, and additional funding for the Science, Technology, Engineering, Art, and Math (STEAM) Initiative to increase quality STEAM out of school time programming.

The FY19 budget includes funds to: combat food insecurity through additional school markets via Food for Free and the Cambridge Economic Opportunity Committee, continue the summer food program in the parks, support combined fuel assistance and summer food staffing, and provide enhanced healthy food in City-run preschools and afterschool programs. Funding for services for homeless youth and adults through Youth on Fire and funding to operate the winter warming center for four and a half months in FY19 is also included in the FY19 DHSP budget. In FY19, the Department will expand the Community Engagement Team's *Making Connections* training, advancing the City Council's goal of expanding and deepening community engagement. In support of the City Council's goal around race and equity, the FY19 budget includes funds to continue and expand the Department's internal race and equity process, which focuses on understanding the impact of race on the Department and works at both the individual and system levels to enhance efforts toward racial equity.

DHSP plays a leadership role in numerous collaborations designed to enhance planning and 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, the Office of College Success, the Birth to Third Partnership, and the STEAM Initiative. The Department collaborates closely with the Police Department's Family and Social Justice 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 ensuring economic and educational opportunity for all, deepening community engagement, and increasing opportunities for residents to enjoy open space.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$4,781,870 | \$4,770,000 | \$4,301,275 |
| INTERGOVERNMENTAL REVENUE | \$649,630 | \$619,070 | \$619,070 |
| TAXES | \$23,630,395 | \$25,945,645 | \$28,703,005 |
| TOTAL BUDGETED REVENUE | \$29,061,895 | \$31,334,715 | \$33,623,350 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$23,457,635 | \$25,178,215 | \$26,896,475 |
| OTHER ORDINARY MAINTENANCE | \$3,687,345 | \$5,189,915 | \$6,597,115 |
| TRAVEL & TRAINING | \$72,945 | \$89,760 | \$89,760 |
| EXTRAORDINARY EXPENDITURES | \$25,000 | \$30,000 | \$40,000 |
| TOTAL BUDGETED EXPENDITURES | \$27,242,925 | \$30,487,890 | \$33,623,350 |
| FULL-TIME BUDGETED EMPLOYEES | 155 | 160 | 163 |

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, 215 salaried employees, and over 500 part-time and seasonal employees.

The Division acts as the liaison with other City departments as well as outside vendors and contractors. The Division manages a budget of \$8.3 million in grant funding and \$33 million in the general fund, which includes \$4.3 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 administers the Fuel Assistance Program, which serves over 1,250 low-income households. It also administers the Federal Summer Nutrition Program, providing nutritious meals and snacks to low-income children at 21 sites throughout Cambridge, along with recreational activities and literacy programming.

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 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 Initiative.

The Division has also provided key leadership to the Department's Race and Equity Initiative. In FY18, all senior managers attended two days of race and equity training and all full-time employees attended one full day of training. The Department began the rollout of half-day race and equity training for all of the Department's part-time staff and the rollout of monthly race and equity activities, including shared viewing/reading of videos and articles as well as auditing of departmental spaces to assess how welcoming the spaces are to our diverse staff and residents. In FY19, we will continue and expand our efforts.

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,298,435 | \$2,361,760 | \$2,861,365 |
| OTHER ORDINARY MAINTENANCE | \$424,600 | \$344,185 | \$400,185 |
| TRAVEL & TRAINING | \$16,885 | \$21,550 | \$21,550 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,739,920 | \$2,727,495 | \$3,283,100 |
| FULL-TIME BUDGETED EMPLOYEES | 16 | 16 | 17 |



HUMAN SERVICES - COMMISSION FOR PERSONS WITH DISABILITIES

MISSION & SERVICES

In concert with its Advisory Committee, the goal of the Commission for Persons with Disabilities is to make Cambridge a more welcoming and accessible place for people with all types of 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 FY18, the Commission worked closely with Public Works to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. The Commission also consults with Community Development 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | ADA trainings, technical assistance sessions, and disability awareness trainings provided to City staff and other public entities | 260 | 126 | 250 |
| 1 | Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations | 142 | 70 | 140 |
| 2 | Site visits and access surveys of Cambridge businesses completed | 22 | 22 | 23 |
| 2 | Cambridge agencies and businesses that removed barriers to access | 50 | 48 | 50 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$205,050 | \$222,550 | \$216,670 |
| OTHER ORDINARY MAINTENANCE | \$500 | \$500 | \$500 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$205,550 | \$223,050 | \$217,170 |
| 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 FY19, the Division will continue to provide oversight for the 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 (CDBG), 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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. **Contract with local service providers through CDBG, CoC homelessness monies, and City tax dollars to support the continued socioeconomic diversity of the city.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Clients served in youth and family services programs | 1,025 | 1,030 | 1,035 |
| 1 | Clients served through domestic violence and abuse prevention programs | 75 | 68 | 70 |
| 1 | Clients served through linguistic minority programs | 495 | 480 | 495 |
| 1 | Clients served through homelessness prevention/service programs | 3,157 | 3,080 | 3,200 |
| 1 | Clients served through elderly and disabled service programs | 477 | 485 | 500 |
| 1 | Sites in food pantry network or receiving food deliveries via Food for Free | 67 | 70 | 71 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$429,765 | \$436,845 | \$467,385 |
| OTHER ORDINARY MAINTENANCE | \$645,185 | \$1,019,750 | \$1,139,750 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,074,950 | \$1,456,595 | \$1,607,135 |
| 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.



Students in the Bridge to College program work on a writing assignment with their teacher.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of students served | 917 | 840 | 784 |
| 1 | Number of classes offered | 93 | 92 | 71 |
| 1 | Number of students who become U.S. citizens | 27 | 15 | 15 |
| 1 | Number of students who graduate from highest level classes | 47 | 47 | 45 |
| 2 | Number of workshops for students on academic skills and career and civic education topics | 52 | 65 | 60 |
| 2 | Number of students advancing to training or post-secondary programs | 56 | 53 | 45 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,014,335 | \$1,016,675 | \$1,073,805 |
| OTHER ORDINARY MAINTENANCE | \$8,985 | \$9,150 | \$9,150 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,023,320 | \$1,025,825 | \$1,082,955 |
| FULL-TIME BUDGETED EMPLOYEES | 8 | 8 | 8 |

HUMAN SERVICES - ELDERLY SERVICES & COUNCIL ON AGING

MISSION & SERVICES




The Council on Aging (COA) serves 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 leadership on important issues facing seniors, convening the Cambridge Hoarding Coalition and the Cambridge Elder Abuse Coalition.



Seniors enjoy an afternoon of dancing and singing while celebrating Hispanic Heritage Month.

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.

FY19 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, wellness, and enrichment classes and events.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of information and referral contacts with seniors, families, and community members | 3,690 | 3,700 | 3,800 |
| 1 | Number of seniors receiving case management and assistance on health benefits from Social Services staff | 410 | 420 | 425 |
| 2 | Number of seniors receiving Food Pantry services at twice weekly pantry | 1,038 | 1,050 | 1,100 |
| 3 | Hours of health/fitness/wellness, enrichment, social, and art classes and events offered each month | 170 | 200 | 200 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,365,680 | \$1,395,630 | \$1,518,485 |
| OTHER ORDINARY MAINTENANCE | \$149,975 | \$193,370 | \$193,370 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,515,655 | \$1,589,000 | \$1,711,855 |
| FULL-TIME BUDGETED EMPLOYEES | 13 | 13 | 13 |

HUMAN SERVICES - MULTI-SERVICE CENTER

MISSION & SERVICES



The Multi-Service Center offers 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, 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 (C-CAN) is a 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of clients placed in permanent housing | 77 | 58 | 65 |
| 1 | Number of clients maintained in current housing | 63 | 50 | 52 |
| 2 | Number of families placed in housing | 36 | 25 | 35 |
| 2 | Number of families maintained in current housing | 75 | 54 | 55 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|--------------------|--------------------|
| SALARIES & WAGES | \$619,015 | \$641,545 | \$712,160 |
| OTHER ORDINARY MAINTENANCE | \$363,020 | \$377,020 | \$377,020 |
| TRAVEL & TRAINING | \$500 | \$1,300 | \$1,300 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$982,535 | \$1,019,865 | \$1,090,480 |
| 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 teen worker shelves books at Solutions at Work where she held a summer position through OWD.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of CEP job placements | 87 | 100 | 105 |
| 1 | Number of Cambridge Works graduates placed in jobs or training | 10 | 15 | 16 |
| 1 | Number of adult residents receiving employment services | 254 | 245 | 250 |
| 2 | Number of youth placed in work-based learning experiences, including school year jobs, internships, and service learning activities | 131 | 130 | 133 |
| 3 | Number of youth enrolled in MSYEP who receive work experience, work readiness workshops, and career readiness activities | 975 | 987 | 990 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,815,600 | \$3,041,885 | \$3,048,205 |
| OTHER ORDINARY MAINTENANCE | \$307,230 | \$317,635 | \$279,135 |
| TRAVEL & TRAINING | \$10,500 | \$10,500 | \$10,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$3,133,330 | \$3,370,020 | \$3,337,840 |
| 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. Recreation is responsible for management of year-round, citywide, and neighborhood-based recreation programs; 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.



Children learn basic skating skills from Recreation staff through the Fun Skate Program.

A variety of recreational, fitness, and swimming programs are offered at the War Memorial Recreation Center, including swimming lessons for over 1,000 youth enrolled in summer camps. 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 activities include the summer playground program, youth basketball leagues, “Screen on the 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of participants in integrated special needs Saturday programs, Special Olympics, dance/theater events, and evening programs | 105 | 105 | 105 |
| 2 | Number of youth participating in school year swimming classes | 635 | 635 | 635 |
| 2 | Number of youth participating in recreation classes | 509 | 510 | 510 |
| 2 | Number of adults participating in recreation and swimming classes | 463 | 465 | 465 |
| 2 | Number of youth participants in recreation-run sports leagues | 445 | 485 | 545 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,508,615 | \$2,509,575 | \$2,560,840 |
| OTHER ORDINARY MAINTENANCE | \$292,175 | \$314,555 | \$348,005 |
| TRAVEL & TRAINING | \$3,615 | \$3,800 | \$3,800 |
| EXTRAORDINARY EXPENDITURES | \$25,000 | \$30,000 | \$40,000 |
| TOTAL BUDGETED EXPENDITURES | \$2,829,405 | \$2,857,930 | \$2,952,645 |
| FULL-TIME BUDGETED EMPLOYEES | 11 | 12 | 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 OST partnership building. This work is collaboratively funded by DHSP, Cambridge Public Schools, and the Cambridge Community Foundation.

FY19 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 teachers.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Programs participating in the Agenda for Children OST coalition | 61 | 60 | 65 |
| 1 | OST staff engaged in professional development activities | 354 | 325 | 370 |
| 1 | Percent of Program Directors reporting increased capacity to offer high quality programs as a result of professional development | 77% | 78% | 80% |
| 2 | Number of parents/caregivers reached by core programming | 1,480 | 1,350 | 1,500 |
| 2 | Number of books distributed to children, families, and staff | 9,685 | 9,000 | 9,700 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$353,665 | \$404,990 | \$444,710 |
| OTHER ORDINARY MAINTENANCE | \$64,820 | \$72,700 | \$102,700 |
| TRAVEL & TRAINING | \$385 | \$1,500 | \$1,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$418,870 | \$479,190 | \$548,910 |
| FULL-TIME BUDGETED EMPLOYEES | 3 | 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 parent-child bonding and learning, information and referrals to beneficial services, and networking opportunities. While the Center's offices are situated in the Peabody School and at 51 Inman Street, 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of parents participating in intensive 14-week program | 36 | 33 | 32 |
| 1 | Percent of Baby U graduates participating in Baby U Alumni Association activities 1 year after graduation | 75% | 80% | 80% |
| 2 | Number of families participating in Center for Families programming | 725 | 750 | 750 |
| 2 | Number of hours of father-only programming | 43 | 50 | 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 | 331 | 355 | 380 |
| 3 | Number of hours of outreach programming held in housing complexes and other community locations | 140 | 150 | 150 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$289,345 | \$339,035 | \$354,145 |
| OTHER ORDINARY MAINTENANCE | \$52,710 | \$54,630 | \$54,630 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$342,055 | \$393,665 | \$408,775 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

HUMAN SERVICES - BIRTH TO THIRD PARTNERSHIP

MISSION & SERVICES

The Birth to Third (B-3) Partnership is tasked with developing an easily accessed, coherent system of affordable, high quality early education and care beginning with prenatal care and extending through third grade. The work is supported by a Steering Committee and three subcommittees made up of a diverse and highly talented group of educational and health experts, providers, and families. In FY18, the B-3 Partnership rolled out a scholarship program that enrolls three and four-year-olds from low-income families in high quality preschools, an intensive program quality improvement system for community-based preschool programs, and free professional development workshops offered to all 60 community-based preschools in Cambridge.



Dads are critically important in the lives of young children.

In FY19, B-3 will: 1) pilot a family childcare program quality improvement program; 2) enhance home visiting programming; 3) expand access to behavioral/mental health supports to more providers; 4) increase service providers' understanding of strong family engagement practices; and 5) offer new parent-child early learning opportunities. The FY19 DHSP budget includes \$1.1 million in new funding to support this work and expand the number of scholarships available for low-income children.

FY19 OBJECTIVES & PERFORMANCE MEASURES

1. Expand access to high quality preschool opportunities for three and four-year-olds from low-income families.
2. Enhance program quality in both center-based and family-based programs.
3. Increase home visiting, parenting workshops, and parent child learning activities.
4. Increase the number of center-based and family-based programs receiving support from child development and behavioral specialists.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of children placed in high quality preschools | n/a | 23 | 50 |
| 2 | Number of children enrolled in programs participating in Program Quality Improvement system | n/a | 307 | 337 |
| 2 | Number of educators engaged in professional development workshops | n/a | 86 | 90 |
| 4 | Number of programs supported by behavioral specialists | 23 | 29 | 35 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|--------------------|--------------------|
| SALARIES & WAGES | \$580,665 | \$1,096,990 | \$1,283,780 |
| OTHER ORDINARY MAINTENANCE | \$199,605 | \$950,600 | \$2,085,700 |
| TRAVEL & TRAINING | \$0 | \$5,160 | \$5,160 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$780,270 | \$2,052,750 | \$3,374,640 |
| FULL-TIME BUDGETED EMPLOYEES | 11 | 11 | 12 |

HUMAN SERVICES - COLLEGE SUCCESS

MISSION & SERVICES

The College Success Initiative (CSI) is a citywide effort coordinated by the Office of College Success. CSI is a network of over 25 partner organizations including nonprofits, City agencies, higher education institutions, the Cambridge Housing Authority, and Cambridge Public Schools working in collaboration to increase the six-year college completion rate of low-income graduates of CRLS, Just-A-Start YouthBuild, and the Community Learning Center’s (CLC) Bridge to College program. CSI is overseen by a Steering Committee with representatives from each of these constituencies.

CSI is driven by a core belief that income should not be a predictor of college completion and long-term success. CSI’s vision is that “low-income graduates of CRLS, Just-A-Start Youth Build, and the CLC’s Bridge to College Program will complete a college-level credential within six years at a rate *equal to* their higher-income peers.” CSI partners work to build Cambridge’s capacity to support students in the college access and transition process. Partners pay particular attention to the promotion of college readiness for low-income students through the efforts of CLC and CRLS to align their curricula with Bunker Hill Community College (BHCC) to minimize remedial coursework. The creation of culturally responsive resources for parents and students focused on financial aid and planning for the real costs of college is an ongoing goal of the initiative. A critical element of CSI’s efforts to increase persistence is the personalized, campus-based coaching support provided to students who enroll at BHCC and UMass Boston.



College Success Coach Beth Sullivan with Dennis Garcia, a 2013 graduate of CRLS, on BHCC's graduation day. Dennis will be pursuing a four-year degree in Game Design.

FY19 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Coordination among DHSP, CRLS, nonprofit, and higher education partners to build capacity to support low-income and first generation college students and improve student post-secondary outcomes.**
- 2. **Provide personalized, campus-based coaching support to graduates of CRLS, YouthBuild, and the Community Learning Center who enroll at BHCC and UMass Boston.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of organizations actively participating in CSI Network | 40 | 45 | 50 |
| 2 | Number of students receiving coaching services through CSI | 125 | 180 | 230 |

HUMAN SERVICES - COMMUNITY ENGAGEMENT TEAM

MISSION & SERVICES




The Community Engagement Team (CET) conducts outreach to underserved and minority communities in Cambridge to 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.

Since 2014, CET has offered the *Making Connections* training program, which is a free, seven-session outreach training program that emphasizes 20 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. Due to high demand, the training program will be offered twice in FY19.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of parents contacted by outreach workers to inform them about parenting or early literacy events | 724 | 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 | 19 | 30 | 25 |
| 3 | Attendance by providers and community members at citywide networking events | 237 | 245 | 200 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|-------------------|------------------|
| SALARIES & WAGES | \$356,990 | \$375,630 | \$405,935 |
| OTHER ORDINARY MAINTENANCE | \$179,080 | \$187,815 | \$189,915 |
| TRAVEL & TRAINING | \$0 | \$500 | \$500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$536,070 | \$563,945 | \$596,350 |
| 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 FY19, the Council will continue to explore ways to create a more coordinated system of care for our young people with a shared vision and outcomes.



Cambridge Youth Council preparing to meet 8th graders at CRLS open house.

The Cambridge Youth Council includes 13 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 FY19, Youth Council members will address achievement and opportunity gaps and promote their Facebook campaign called Cambridge Raw Perspectives.

FY19 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 youth participation.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Percent of organizations serving Cambridge families engaged with the <i>Find It Cambridge</i> website | 65% | 75% | 85% |
| 2 | Number of activities organized and implemented by the Youth Council to engage with other youth and with families | 16 | 11 | 12 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|------------------|------------------|
| SALARIES & WAGES | \$161,960 | \$170,625 | \$180,830 |
| OTHER ORDINARY MAINTENANCE | \$24,500 | \$37,740 | \$37,740 |
| TRAVEL & TRAINING | \$15,445 | \$15,450 | \$15,450 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$201,905 | \$223,815 | \$234,020 |
| 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) who 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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

- 1. Provide support for children with disabilities to be successfully included in DHSP OST programs.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of children with IEPs successfully participating in OST programs (summer/school year) | 175/275 | 152/315 | 170/320 |
| 1 | Number of Quality Improvement Action Plans developed through coaching support | 2 | 5 | 10 |
| 1 | Percent of children with IEPs retained in programs more than 2 years | 60% | 60% | 65% |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|------------------|------------------|
| SALARIES & WAGES | \$723,545 | \$730,500 | \$828,795 |
| OTHER ORDINARY MAINTENANCE | \$35,945 | \$40,000 | \$40,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$759,490 | \$770,500 | \$868,795 |
| 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 fifth 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, emotional, 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.

FY19 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of King Open students in junior kindergarten through fifth grade enrolled in KOED | 104 | 114 | 120 |
| 1 | Number of students receiving individualized academic support at least twice a week during King Open school day classes from KOED staff | 28 | 40 | 60 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|------------------|------------------|------------------|
| SALARIES & WAGES | \$689,655 | \$725,260 | \$757,180 |
| OTHER ORDINARY MAINTENANCE | \$56,330 | \$55,355 | \$55,355 |
| TRAVEL & TRAINING | \$3,500 | \$4,500 | \$4,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$749,485 | \$785,115 | \$817,035 |
| FULL-TIME BUDGETED EMPLOYEES | 1 | 1 | 1 |

HUMAN SERVICES - STEAM

MISSION & SERVICES

The Science, Technology, Engineering, Arts, and Math (STEAM) Initiative was created to enhance and expand students' access to quality STEAM learning experiences from birth to adulthood. Through the collaborative efforts of Cambridge Public Schools (CPS), the City, OST program providers, universities, and industry, it is the Initiative's vision that:

- All residents in Cambridge can engage in quality STEAM learning experiences, regardless of economic and social barriers.
- Students will graduate from high school with high levels of STEM literacy and 21st century skills, empowered to make decisions about what they want to do, and able to be an engaged and responsible citizen in an increasingly technologically-driven society.
- The local pipeline to Cambridge's STEM workforce will reflect the diversity of the community (gender, ethnicity, individuals with disabilities, etc.).
- Cambridge will be recognized nationally as an innovative city that is a leader in both STEM industry and STEAM education.



A young participant at a STEAM community event engages with staff from City Sprouts.

The STEAM Initiative is engaged in efforts that will build a more cohesive system of programs and opportunities that will foster equity and access in STEAM education. The FY19 DHSP budget includes \$30,000 to support coaching for programs serving children and youth as well as funding for a new, full-time staff person to oversee out of school time STEAM work and support sites in delivering high quality programming. In FY19, DHSP and the Cambridge Public Library will partner to further that vision by making Cambridge libraries centers of STEAM learning.

FY19 OBJECTIVES & PERFORMANCE MEASURES

1. **Create a shared understanding among CPS, OST, higher education, and industry partners of Quality Measures for STEAM programs. Support program staff interested in deepening their expertise in delivering quality STEAM programming.**
2. **Expand participation of families and learners in STEAM education.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|-------------|----------------|-------------|
| 1 | Number of educators supported with professional development and coaching to enhance STEAM program offerings | n/a | 45 | 60 |
| 2 | Number of adults and children participating in hands-on STEAM in the community neighborhood events | n/a | 660 | 900 |

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. Our preschools are highly rated and seven of our nine classrooms are accredited by the National Association for the Education of Young Children. The newly opened Windsor Street site is working toward accreditation. In FY19, the Division will work to modify the preschool enrollment and waitlist process and increase scholarships to families.

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.

FY19 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 to support them in raising children who thrive and succeed.
- 3. Continue to support connections between school day and afterschool staff to provide consistent support to children and families.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Percent of children receiving a subsidy or scholarship | 36% | 26% | 36% |
| 1 | Percent of teachers remaining for more than 2 years | 61% | 61% | 67% |
| 2 | Percent of preschool and afterschool families engaged with staff around student progress and development | 49% | 52% | 60% |
| 3 | Number of collaborations between preschool and afterschool programs | 11 | 12 | 12 |
| 3 | Number of children for whom a connection is made between school day and afterschool teaching staff | 111 | 110 | 113 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$3,629,485 | \$3,820,670 | \$3,904,455 |
| OTHER ORDINARY MAINTENANCE | \$129,015 | \$143,320 | \$179,870 |
| TRAVEL & TRAINING | \$14,870 | \$17,500 | \$17,500 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$3,773,370 | \$3,981,490 | \$4,101,825 |
| FULL-TIME BUDGETED EMPLOYEES | 28 | 29 | 29 |




HUMAN SERVICES - COMMUNITY SCHOOLS

MISSION & SERVICES

Twelve Community School sites provide a network of neighborhood services offering educational, cultural, social, and recreational opportunities for all age groups, including cost effective OST programs, enrichment classes, school vacation camps, and full-day summer camps. 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 available in school year and summer programs and the FY19 budget includes additional scholarship assistance for families.

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 and backgrounds. Staff 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.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide quality OST programs such as enrichment classes and summer and vacation camps.
-  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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|---|----------------|-------------------|----------------|
| 1 | Number of children served citywide during the school year | 1,273 | 1,300 | 1,300 |
| 1 | Percent of children receiving scholarship during the school year | 20% | 20% | 25% |
| 1 | Children served in summer camps | 870 | 880 | 900 |
| 2 | Number of Arts in the Park events | 180 | 178 | 190 |
| 2 | Number of adult, family, and senior events | 360 | 360 | 370 |
| 3 | Number of sites engaged in in-depth, data-driven Family Engagement and Program Quality Improvement assessment | 10 | 11 | 11 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$3,079,780 | \$3,395,085 | \$3,365,255 |
| OTHER ORDINARY MAINTENANCE | \$598,820 | \$892,840 | \$905,340 |
| TRAVEL & TRAINING | \$1,525 | \$2,000 | \$2,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$3,680,125 | \$4,289,925 | \$4,272,595 |
| FULL-TIME BUDGETED EMPLOYEES | 16 | 19 | 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. 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. In FY19, CYP will expand its partnership with the Agenda for Children's Middle School Network through shared staffing designed to better support middle grade students' participation in OST programming and goal setting.



Drop Everything and Read! 30 minutes of silent reading is part of the daily routine at Youth Center Summer Programs.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide quality, affordable OST 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of 4th-8th graders enrolled in afterschool programs | 372 | 375 | 375 |
| 1 | Percent of youth grades 4-8 who continue with programs for more than 2 years | 63% | 71% | 70% |
| 1 | Number of staff engaged in data-driven quality improvement and professional development efforts | 23 | 38 | 35 |
| 1 | Development of strategic plan for new teen programming (% completed) | n/a | 80% | 100% |
| 1 | Number of teens engaged in specialized programs, including work-based learning and leadership development programs | 125 | 141 | 140 |
| 2 | Community events sponsored or supported by CYP | 45 | 31 | 50 |

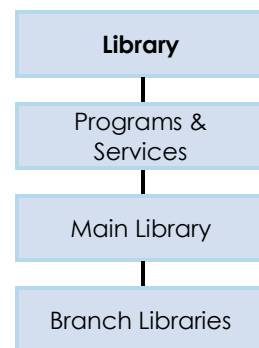
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$2,336,050 | \$2,492,965 | \$2,912,475 |
| OTHER ORDINARY MAINTENANCE | \$154,850 | \$178,750 | \$198,750 |
| TRAVEL & TRAINING | \$5,720 | \$6,000 | \$6,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,496,620 | \$2,677,715 | \$3,117,225 |
| FULL-TIME BUDGETED EMPLOYEES | 19 | 19 | 20 |

LIBRARY

DEPARTMENT OVERVIEW

The Cambridge Public Library on Broadway opened in 1889 and is a vibrant place of learning for the Cambridge community where all are welcome to expand horizons and foster a love of reading. The Main Library and six neighborhood branches provide free and confidential access to information and expert research assistance for 105,000 residents and visitors and provide community spaces for innovative and engaging events and programming. The Library acts as the civic heart of the community, serving as a place where people study, learn new literacy and STEAM skills, reflect, and dream. The Library connects people through classes, book clubs, storytimes, and community conversations; leverages community partnerships; and helps people achieve their dreams.



The Cambridge Public Library issues approximately 9,000 library cards, circulates 1 million items, and welcomes 900,000 visitors and 900,000 website views each year. In a joint effort with CPS, a new opt-in initiative now has 95% of kindergartners receiving library cards, up from 50%. The Library offers free courses in genealogy and family history, creative aging, child development, citizenship preparation, English for Speakers of Other Languages (ESOL), computer skills, digital storytelling, 3-D technologies, and coding. The Library also offers free museum passes funded through the Friends of the Cambridge Public Library. The Library averages 50 home deliveries and six outreach visits to local senior centers and assisted living facilities monthly.

Our physical locations are open a collective total of 244 hours each week. We also have robust 24-hour online offerings, including access to digitized one-of-a kind historic material that receives 32,000 views per month. We offer access to electronic books, movies, music, magazines, and training via e-resources, including Hoopla, Overdrive, Flipster, Naxos, and Lynda.com.

In FY19, the Library will partner with DHSP and CPS to advance the City's STEAM principles, goals, and strategies. Together, we will work to support families and the public in quality STEAM learning experiences, including supporting low-income families and diverse populations.

DEPARTMENT FINANCIAL OVERVIEW





| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|---------------------|---------------------|
| FINES & FORFEITS | \$73,870 | \$70,000 | \$65,000 |
| INTERGOVERNMENTAL REVENUE | \$376,045 | \$439,040 | \$439,040 |
| TAXES | \$9,176,585 | \$10,236,525 | \$10,821,120 |
| TOTAL BUDGETED REVENUE | \$9,626,500 | \$10,745,565 | \$11,325,160 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$7,354,010 | \$7,785,975 | \$8,270,170 |
| OTHER ORDINARY MAINTENANCE | \$2,534,690 | \$2,789,300 | \$2,977,840 |
| TRAVEL & TRAINING | \$70,565 | \$114,650 | \$77,150 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$9,959,265 | \$10,689,925 | \$11,325,160 |
| FULL-TIME BUDGETED EMPLOYEES | 68 | 69 | 70 |

LIBRARY - PROGRAMS & SERVICES

MISSION & SERVICES

The many services and programs the Library system offers span seven library locations. Because the Library operates as one entity, the objectives and performance measures listed below reflect programs and services offered by the entire Cambridge Public Library system. Every Library checks materials in and out, answers patron queries, offers adult and children's programs, registers new borrowers for library cards, and selects new materials for collections.

FY19 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 and STEAM tools within the library and remotely.
-  2. Create meaningful, timely programs and community collaborations that bring community members together to learn, share, and grow.
-  3. Promote literacy development, including reading and STEAM literacy, for all ages. Partner with DHSP, nonprofits, schools, universities, and businesses to support literacy and skill building.
-  4. Expand the Library's strategies to address equity, diversity, and inclusion, working with the City's Community Engagement Team and recruiting and promoting a staff that is reflective of Cambridge's diversity.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Check-outs | 1,218,788 | 1,200,000 | 1,200,000 |
| 1 | Renewals | 276,680 | 270,000 | 270,000 |
| 1 | Check-ins | 1,106,983 | 1,000,000 | 1,000,000 |
| 2 | New acquisitions purchased and catalogued for library collection | 48,520 | 46,000 | 46,000 |
| 2 | Number of items in collection | 391,263 | 365,000 | 375,000 |
| 2 | Volumes of e-books and downloadable audio books available | 60,401 | 60,000 | 65,000 |
| 2 | Streaming content accessed | 17,450 | 100,000 | 100,000 |
| 2 | In-library computer sessions | 138,808 | 135,000 | 135,000 |
| 2 | Downloads of e-books and audio books | 73,437 | 110,000 | 110,000 |
| 2 | Number of searches for online research resources | 267,472 | 245,000 | 250,000 |
| 2 | Library website views | 921,265 | 922,000 | 922,000 |
| 2 | Total program attendance | 85,384 | 80,000 | 80,000 |
| 2 | Number of materials delivered to home-bound residents and senior housing | 7,472 | 7,600 | 7,600 |
| 3 | New cardholders registered | 9,469 | 9,700 | 10,000 |
| 3 | Number of active cardholders | 79,401 | 80,000 | 80,000 |
| 3 | Children's books checked out during the summer | 73,034 | 75,000 | 75,000 |
| 3 | Book discussion groups for all ages | 151 | 150 | 150 |
| 3 | Storytimes for preschool children | 384 | 425 | 425 |
| 3 | On-site storytimes at daycare centers and nursery schools | 204 | 235 | 200 |
| 3 | Storytimes/sing-alongs conducted in languages other than English | 34 | 30 | 30 |
| 3 | Programs that promote adult literacy and English proficiency | 946 | 650 | 650 |
| 3 | Individual tutoring sessions for adults learning English | 1,800 | 1,750 | 1,800 |
| 3 | Participation in STEAM and technology literacy classes | 946 | 850 | 950 |

LIBRARY - MAIN LIBRARY

MISSION & SERVICES

The award winning, 100,000 sq. ft. Main Library is the largest location in the Cambridge Public Library system. The historic original building, donated by Fredrick H. Rindge, is in the Richardsonian style and was renovated by Ann Beha Architects. A contemporary wing was added in 2009, designed by William Rawn Associates. The Main Library features



The Main Library at 449 Broadway.

seating for over 200 people, 100 public computers and laptops, and several community meeting spaces. It is open seven days a week from September through June and six days a week in July and August, offering the most in-depth selection of materials for at home and in-library 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, STEAM learning, acquisitions and processing of library materials, marketing, programming and outreach to children and families, teens, emerging adults, and older adults. Planning is underway to redesign areas of the Main Library to better support STEAM learning and public computing.

FY19 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.**
- 2. **Working with local organizations and other City departments, expand program offerings to families, emerging adults, and older adults, including support for immigrants, healthy cooking classes, financial literacy, computational programming, STEAM classes, and current events.**

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|-------------|----------------|-------------|
| 1 | Number of visitors | 556,198 | 550,000 | 550,000 |
| 1 | Author readings, lectures, films, concerts, and other cultural programming that promote library use and community building | 419 | 1,000 | 1,000 |
| 1 | Number of times conference rooms are used for public and neighborhood meetings | 1,839 | 3,000 | 3,000 |

DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$5,504,485 | \$5,842,145 | \$6,270,955 |
| OTHER ORDINARY MAINTENANCE | \$2,228,630 | \$2,489,715 | \$2,676,255 |
| TRAVEL & TRAINING | \$70,565 | \$114,650 | \$77,150 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$7,803,680 | \$8,446,510 | \$9,024,360 |
| FULL-TIME BUDGETED EMPLOYEES | 50 | 52 | 53 |

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 community members annually.

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.

The joint work under the STEAM Initiative will support more activities at the Branch Libraries, which are closer to the City's low-income housing developments, elementary and upper schools, and City and community organizations that provide out of school time programming.

FY19 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, including expanding programs for babies and their caretakers and STEAM programming for youth and families.

| OBJ. | PERFORMANCE MEASURES | FY17 ACTUAL | FY18 PROJECTED | FY19 TARGET |
|------|--|----------------|-------------------|----------------|
| 1 | Number of visitors to the branch libraries | 348,002 | 325,000 | 325,000 |
| 1 | Programs offered to the community | 1,037 | 1,000 | 1,000 |

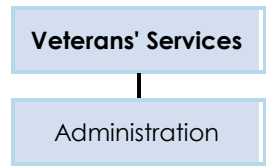
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$1,849,525 | \$1,943,830 | \$1,999,215 |
| OTHER ORDINARY MAINTENANCE | \$306,060 | \$299,585 | \$301,585 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$2,155,585 | \$2,243,415 | \$2,300,800 |
| FULL-TIME BUDGETED EMPLOYEES | 18 | 17 | 17 |

VETERANS' SERVICES

DEPARTMENT OVERVIEW

The Veterans' Services Department provides specialized support and access to a network of benefits, services, and programming to ensure that all veterans, their survivors, and their dependents not only survive, but thrive.



The state-mandated MGL Chapter 115 public assistance program provides monetary aid in the form of housing assistance, medical reimbursements, and a cash benefit to qualified veterans and/or their dependents. Veterans' Services is charged with the disbursement of the Chapter 115 cash benefits to ensure that no veterans or their families are hungry, homeless, or medically deprived. 75% of the cash benefits are reimbursed to the City by the state. The Department further assists clients with applying for federal Department of Veterans Affairs (VA) benefits and Social Security programs.

The Department creates robust programming and specialized services to meet the needs of our community by engaging more of our residents, universities, and businesses through community outreach, workshops, and events. Much of this programming is offered through our Veterans' Life and Recreation Center (VLRC), which focuses on life skills, restorative therapies, alternative health and wellness, and social networking opportunities for veterans. For the first time in FY18, the Department expanded the traditional Veterans' Day observance and events into Veterans' Appreciation Week, featuring six additional days of activities and services for veterans and family members. The FY19 Veterans' budget includes \$5,000 to support Veterans' Appreciation Week programs as well as funding for an additional part-time staff member to increase Department capacity and services.

In FY19, the Department will continue to offer workshops for City staff called *Working with a Veteran*, provide City staff who are veterans expedited veterans' services, and collaborate with local universities to engage with student veteran organizations and increase referrals from campuses. The Department also offers Question & Answer sessions to local businesses to build a more direct connection between veterans and the Department. In addition, deepening relationships with universities and businesses enables us to simplify complex hiring processes to give veterans a hiring advantage while aiding businesses to reach their own diversity goals.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| INTERGOVERNMENTAL REVENUE | \$472,555 | \$438,060 | \$438,060 |
| TAXES | \$555,965 | \$621,740 | \$788,310 |
| TOTAL BUDGETED REVENUE | \$1,028,520 | \$1,059,800 | \$1,226,370 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$290,780 | \$317,700 | \$373,570 |
| OTHER ORDINARY MAINTENANCE | \$57,090 | \$59,800 | \$64,800 |
| TRAVEL & TRAINING | \$771,485 | \$772,865 | \$788,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,119,355 | \$1,150,365 | \$1,226,370 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 2 |

VETERANS' SERVICES - ADMINISTRATION & BENEFITS

MISSION & SERVICES

The Department is committed to assisting our newly arriving veterans as well as our long-term residents. Our goal is to not only provide VA and MGL Chapter 115 benefits, but to nurture collaboration and regional partnerships, build community outreach, and provide education that focuses on veteran minority populations as well as the most vulnerable in our city. We do this while regularly reviewing client services and operational efficiency.





Collaborating with national organizations and regional events enables us to enhance our initiatives such as promoting artistic talent in the veteran community and supporting alternative therapies like meditation, acupuncture, and yoga. Building on our relationship with the Department of Defense, Veterans' Services now receives notification of all US Armed Services members at the time when they arrive to our city, enabling our staff to proactively reach out to a new veteran population.

With a focus on diversity, the VLRC has encouraged new groups such as the Cambridge Women Veterans' Organization and Another Way of Life for veterans in recovery to develop and increase membership. The Department will expand this initiative to represent more veteran diversity, including LGBTQ+ and foreign-born veterans. Through a new research partnership, we are investigating veteran minority populations who were unrepresented in historic records and monument dedications.



Veterans share their experiences at the first annual Veterans' Town Hall.

FY19 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase public awareness of veterans' benefits, services, and observances through the website, social media, and scheduled outreach.
-  2. Encourage community participation in veterans' events through value-focused outreach and tabling at City festivals. Increase service outreach to the most vulnerable in our community.
-  3. Continue to upgrade City staff skills with an emphasis on team building, skill sharing, diversity, and inclusion.
-  4. Aggressively identify and access federal and state resources for eligible clients.

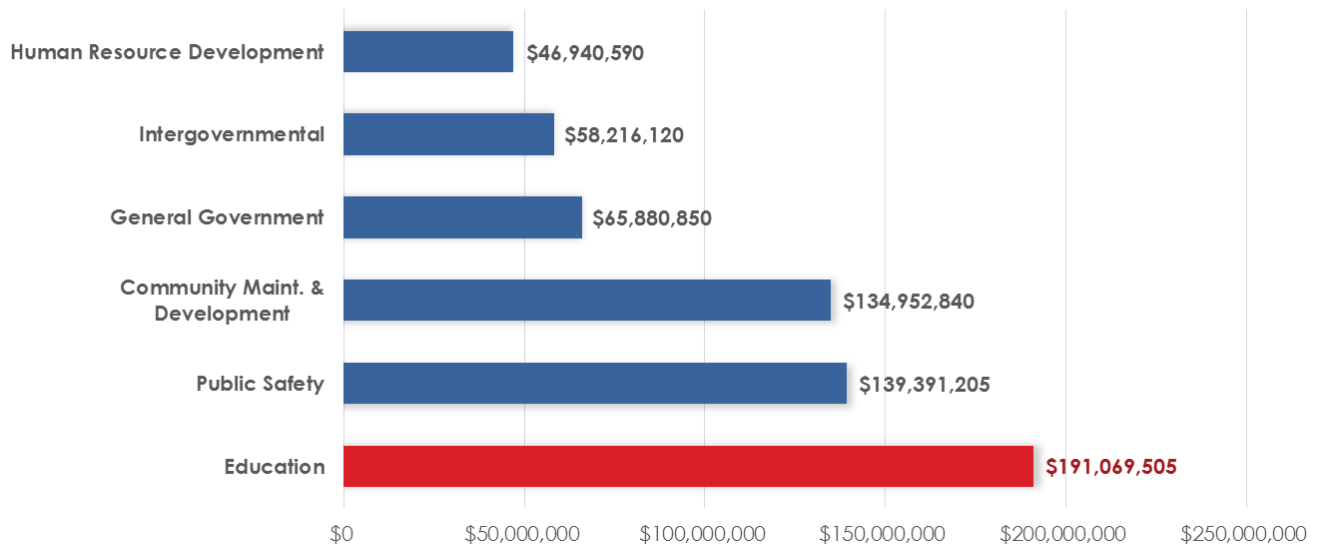
DIVISION FINANCIAL OVERVIEW

| EXPENDITURES BY STATUTORY CATEGORY | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|--------------------|--------------------|--------------------|
| SALARIES & WAGES | \$290,780 | \$317,700 | \$373,570 |
| OTHER ORDINARY MAINTENANCE | \$57,090 | \$59,800 | \$64,800 |
| TRAVEL & TRAINING | \$771,485 | \$772,865 | \$788,000 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$1,119,355 | \$1,150,365 | \$1,226,370 |
| FULL-TIME BUDGETED EMPLOYEES | 2 | 2 | 2 |

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EDUCATION

FY19 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$636,451,110



EDUCATION

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|
| CHARGES FOR SERVICES | \$75,000 | \$75,000 | \$75,000 |
| FINES & FORFEITS | \$100,000 | \$100,000 | \$100,000 |
| INTERGOVERNMENTAL REVENUE | \$25,273,550 | \$22,604,940 | \$22,604,945 |
| MISCELLANEOUS REVENUE | \$897,480 | \$695,070 | \$200,000 |
| TAXES | \$149,296,065 | \$159,571,435 | \$168,089,560 |
| TOTAL BUDGETED REVENUE | \$175,642,095 | \$183,046,445 | \$191,069,505 |
| PROGRAM EXPENDITURES | | | |
| EDUCATION | \$172,141,330 | \$182,702,620 | \$191,069,505 |
| TOTAL BUDGETED EXPENDITURES | \$172,141,330 | \$182,702,620 | \$191,069,505 |

EDUCATION

DEPARTMENT OVERVIEW

The School Committee adopted the FY19 School budget of \$191,069,505, which represents an increase of \$8,023,060 or 4.4% over the FY18 budget of \$183,046,445. The FY19 budget meets financial guidelines established by the City Manager. Detailed information on the FY19 School budget can be found on the Cambridge Public Schools (CPS) website at www.cpsd.us.

Superintendent Dr. Kenneth Salim's message for FY19 reads as follows:

I am pleased to present to you and to the Cambridge Public Schools (CPS) community this budget for fiscal year 2019. The total investment of \$191.1 million represents a 4.4% increase over the current fiscal year. This budget proposal is aligned with our multi-year District Plan, our roadmap for realizing our shared vision: rigorous, joyful and culturally responsive learning and personalized support so that every student can achieve postsecondary success as engaged community members. We know that CPS has many bright spots throughout the district. And yet we also recognize that many of our most vulnerable students are not reaching their full potential. Our District Plan enables us to be more intentional and purposeful in our work and our planning as we strive to reach our shared vision of success for every student.

The CPS District Plan was developed as part of an inclusive strategic planning process that established strategic objectives and initiatives that support the measurable outcomes adopted by the School Committee. The District Plan lays out five strategic objectives that we believe are foundational to academic excellence and to closing the opportunity and achievement gaps that exist in our schools:

- Provide Equity and Access to Increase Opportunity and Achievement.
- Provide Engaged Learning for Students and Staff to Strengthen Instruction for All Types of Learners.
- Support the Whole Child as an Individual.
- Expand and Strengthen Family Partnerships and Community Partnerships.
- Improve Implementation and Progress Monitoring.

This year, as our principals, administrators and teachers have engaged in the work of teaching and learning, I have observed evidence of progress, most notably in changing practices, attitudes and beliefs. With a greater focus on progress monitoring and improvement, practices in using data analysis to inform instruction and decision-making have deepened throughout all levels of CPS. We are becoming more strategic in our thinking about how to allocate resources, using a Targeted School Support model to direct more resources to schools with greater needs. We are utilizing this same data-informed and needs-based approach in crafting this budget proposal.

In addition, we have looked for creative ways to bring additional resources to the district in order to make progress toward our goals. In the current year we applied for and received a substantial grant from the Nellie Mae Education Foundation, which will fund an intensive year-long project to examine the root causes of inequities in CPS. Next year, we are planning to partner with Boston University and the W.K. Kellogg Foundation to implement a program that will support paraprofessionals in attaining a Master's degree in Education in an effort to expand our pipeline for teachers of color.

Each year as we develop the upcoming year's budget, we balance many competing factors. In collaboration with the School Committee, we establish a schedule of meetings and public hearings to gather input from committee members and members of the CPS community and to share important information about emerging priorities. In crafting the FY 2019 Budget, we were also mindful of the importance of aligning our resources to support the implementation of the District Plan and used the District Plan Strategic Objectives and Initiatives as a framework for analyzing and prioritizing budget proposals. We are fortunate to have the financial resources to make new and expanded investments in several key initiatives. Some of these are highlighted below, organized by strategic objective, although they may span multiple objectives.

Equity and Access

Leveling-Up Grade 9 World History: Additional staff is added to Cambridge Rindge & Latin School to support the expansion of the Leveling Up program. Students will be enrolled in English Language Arts (ELA) Honors and World History Honors during their ninth grade year, and a Seminar course will be available for students who need additional support. This effort builds on the initial investment in ELA Grade 9 Honors for the current academic year.

Enhanced 7th Grade Mathematics: Grade 7 math classes will be heterogeneously grouped and provide all students with access to rigorous mathematics and the personalized support they need. Additional Math Interventionists, enhanced curriculum materials, and year-long professional development for teachers will support the program. The Enhanced 7th Grade Mathematics model will continue to have a pathway for students to access and become proficient in Algebra standards.

1:1 Technology for Students: We will complete the rollout of the 1:1 take home technology initiative for high school students and begin an in-school 1:1 in school technology for grades 3 through 8, beginning with the upper schools in SY 2018-19. This work builds on the 1:1 take home technology roll out to ninth graders at CRLS during this school year.

Paraprofessional Fellow to Teacher Diversity Pipeline: As part of a district-wide effort to improve the recruitment and retention of educators of color, we will partner with Boston University and the W.K. Kellogg Foundation to offer a pathway for paraprofessionals and other selected fellows of color to obtain a Master's degree and perform on-site internships in an effort to begin a pipeline of future teachers of color within the Cambridge Public Schools.

Cultural Proficiency: We will deepen and expand our efforts to incorporate cultural proficiency principles in classroom practices, increasing both the outreach and scope of this professional learning and support student-led activities and training that centers on racial equity.

Engaged Learning

Design Lab: The newly created Design Lab has fostered a culture of innovation by engaging educators, students and community partners at the classroom, school and district level in design-based problem solving. Funding to continue this initiative is included in the FY 2019 Budget.

Whole Child

Social Emotional Learning (SEL): Building on the comprehensive district-wide SEL work, an additional elementary social worker will provide additional targeted support to the Kennedy-Longfellow and

Graham and Parks Schools next year and SEL coaching will be expanded to support additional school teams.

Family and Community Partnerships

Family Engagement: New Community and Family Partnership Liaison positions will be added to the Upper Schools, and elementary school Family Liaisons' work schedules will be expanded to deepen our partnerships with families by improving communication, building advocacy, and connecting students and families with community partners.

Implementation and Progress Monitoring

Assistant Program Manager for Research, Assessment and Evaluation: An additional staff member to support the data analysis and evaluation will help us deepen the use of data analysis to improve instruction and inform decision-making at the school, department and district levels.

These investments not only align with priorities that we have set out in the District Plan, but also reflect the needs that I have both heard and observed during my own school visits, classroom observations and discussions with educators, leaders, families and community members. In this proposal, we seek to provide greater access to rigorous curriculum, instruction and educational tools for all of our students, meet the most significant needs of our youngest learners, enhance our partnerships with family and community, expand the use of innovative problem solving approaches, and commit to tackling persistent inequities.

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 highly engaged students and families. I want to acknowledge the City Manager for his commitment to education and the Cambridge Public Schools. He and his staff have been and continue to be important and supportive partners.

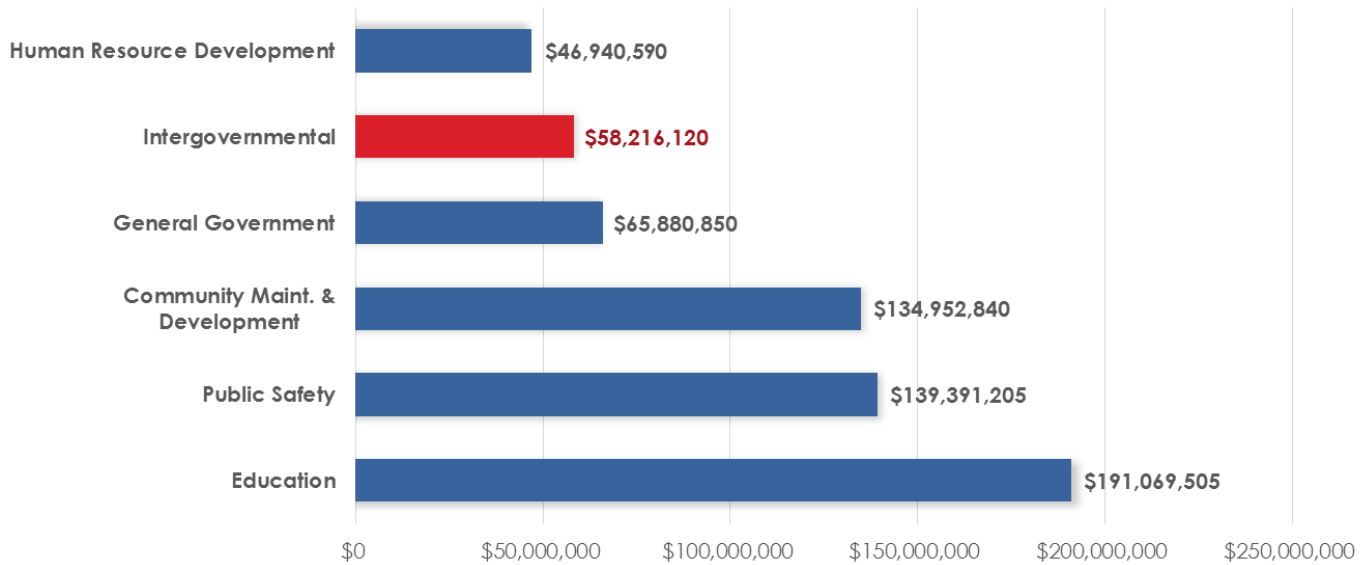
I look forward to continued dialogue with the School Committee as well as other stakeholders in our community.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------------|----------------------|----------------------|
| CHARGES FOR SERVICES | \$75,000 | \$75,000 | \$75,000 |
| FINES & FORFEITS | \$100,000 | \$100,000 | \$100,000 |
| INTERGOVERNMENTAL REVENUE | \$25,273,550 | \$22,604,940 | \$22,604,945 |
| MISCELLANEOUS REVENUE | \$897,480 | \$695,070 | \$200,000 |
| TAXES | \$149,296,065 | \$159,571,435 | \$168,089,560 |
| TOTAL BUDGETED REVENUE | \$175,642,095 | \$183,046,445 | \$191,069,505 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$140,793,500 | \$149,000,000 | \$157,157,000 |
| OTHER ORDINARY MAINTENANCE | \$29,674,035 | \$32,013,570 | \$32,782,220 |
| TRAVEL & TRAINING | \$932,765 | \$961,680 | \$880,985 |
| EXTRAORDINARY EXPENDITURES | \$741,030 | \$727,370 | \$249,300 |
| TOTAL BUDGETED EXPENDITURES | \$172,141,330 | \$182,702,620 | \$191,069,505 |
| FULL-TIME BUDGETED EMPLOYEES | 0 | 0 | 0 |

INTERGOVERNMENTAL

FY19 OPERATING BUDGET - EXPENDITURES BY FUNCTION: \$636,451,110



INTERGOVERNMENTAL

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 PROPOSED |
|---|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$23,611,905 | \$25,194,440 | \$26,189,550 |
| INTERGOVERNMENTAL REVENUE | \$2,098,875 | \$6,239,285 | \$7,426,480 |
| TAXES | \$27,605,935 | \$24,832,625 | \$24,600,090 |
| TOTAL BUDGETED REVENUE | \$53,316,715 | \$56,266,350 | \$58,216,120 |
| PROGRAM EXPENDITURES | | | |
| CAMBRIDGE HEALTH ALLIANCE | \$7,000,000 | \$7,200,000 | \$7,250,000 |
| CHERRY SHEET | \$22,681,045 | \$25,257,870 | \$25,257,870 |
| MASSACHUSETTS WATER RESOURCES AUTHORITY | \$23,745,695 | \$24,713,140 | \$25,708,250 |
| TOTAL BUDGETED EXPENDITURES | \$53,426,740 | \$57,171,010 | \$58,216,120 |

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 FY24.

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 Cambridge Food and Fitness Policy Council.

The Department completed a final milestone in becoming a nationally accredited health department: the submission of 330 documents to the Public Health Accreditation Board that demonstrate how it is meeting nationally recognized standards. The Department also worked with partner organizations to implement Year 2 strategies of the *City of Cambridge Community Health Improvement Plan*, the City's five-year health agenda.

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 2017 included the Department's annual flu clinics, working with City partners to address the opioid crisis, organizing the 2017 Cambridge Biosafety Forum, and promulgating a regulation for keeping honey bees as part of a larger urban agriculture initiative.

In addition, Cambridge's Chief Public Health Officer completed a one-year term as president of the National Association of County and City Health Officials. In June, Mr. Jacob was appointed to the Board of Directors of the Public Health Accreditation Board for a three-year term.

| CAMBRIDGE PUBLIC HEALTH DEPARTMENT | | | | | | |
|---|-----------------------------|-------------------------|-------------------------|-----------------------------|-------------------------|-------------------------|
| | FY17 Non-Grant Budget | FY17 Grant Budget | Total FY17 Budget | FY18 Non-Grant Budget | FY18 Grant Budget | Total FY18 Budget |
| DESCRIPTION - DEPARTMENTAL EXPENSES | | | | | | |
| Staffing / Personnel | \$5,822,954 | \$440,775 | \$6,263,729 | \$6,010,842 | \$493,342 | \$6,504,184 |
| Supplies | \$113,973 | \$25,477 | \$139,450 | \$114,826 | \$17,492 | \$132,318 |
| Services | \$482,777 | \$87,279 | \$570,056 | \$529,569 | \$97,077 | \$626,646 |
| Travel / Training | \$40,755 | \$4,700 | \$45,455 | \$48,105 | \$9,200 | \$57,305 |
| Total Departmental Expense (1) | \$6,460,459 | \$558,231 | \$7,018,690 | \$6,703,342 | \$617,111 | \$7,320,453 |
| CHA PUBLIC & COMMUNITY HEALTH SERVICES | | | | | | |
| Cambridge Teen Health Center | \$218,173 | - | \$218,173 | \$180,800 | - | \$180,800 |
| Healthcare for the Homeless | \$489,679 | \$147,565 | \$637,244 | \$493,770 | \$142,344 | \$636,114 |
| 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 | \$70,123 | - | \$70,123 |
| Administrative Services (IT, Human Resources, Finance & Admin) (3) | \$809,444 | \$77,638 | \$887,082 | \$833,951 | \$83,540 | \$917,491 |
| Total | \$1,707,569 | \$225,203 | \$1,932,772 | \$1,711,977 | \$225,884 | \$1,937,861 |
| TOTAL CHA PH EXPENSES (NON- GRANT) | \$8,168,028 | | | \$8,415,319 | | |
| TOTAL CHA COMM/PH EXPENSES (4) | | | \$8,951,462 | | | \$9,258,314 |

- (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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|---|--------------------|--------------------|--------------------|
| TAXES | \$7,000,000 | \$7,200,000 | \$7,250,000 |
| TOTAL BUDGETED REVENUE | \$7,000,000 | \$7,200,000 | \$7,250,000 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$7,000,000 | \$7,200,000 | \$7,250,000 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$7,000,000 | \$7,200,000 | \$7,250,000 |
| 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 (\$58,285): 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 (\$15,212,695): 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 (\$56,225): Assessments are made to municipalities to finance the Metropolitan Area Planning Council, which promotes urban planning, supports regional collaboration, and responds to common urban problems of member communities.

Public Transportation (\$9,507,225): 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 (\$423,440): 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 | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|---------------------|---------------------|---------------------|
| CHARGES FOR SERVICES | \$481,300 | \$481,300 | \$481,300 |
| INTERGOVERNMENTAL REVENUE | \$2,098,875 | \$6,239,285 | \$7,426,480 |
| TAXES | \$20,605,935 | \$17,632,625 | \$17,350,090 |
| TOTAL BUDGETED REVENUE | \$23,186,110 | \$24,353,210 | \$25,257,870 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$22,681,045 | \$25,257,870 | \$25,257,870 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$22,681,045 | \$25,257,870 | \$25,257,870 |
| 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 FY19, the MWRA estimated charge of \$25,708,250 represents a 4.0% or \$995,110 increase from the FY18 assessment of \$24,713,140. The FY19 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 2018. The MWRA assessment accounts for 46.9% of the total FY19 Sewer Budget.

DEPARTMENT FINANCIAL OVERVIEW

| FINANCING PLAN BY SOURCE | FY17 ACTUAL | FY18 PROJECTED | FY19 BUDGET |
|-------------------------------------|----------------|-------------------|----------------|
| CHARGES FOR SERVICES | \$23,130,605 | \$24,713,140 | \$25,708,250 |
| TOTAL BUDGETED REVENUE | \$23,130,605 | \$24,713,140 | \$25,708,250 |
| EXPENDITURES BY STATUTORY CATEGORY | | | |
| SALARIES & WAGES | \$0 | \$0 | \$0 |
| OTHER ORDINARY MAINTENANCE | \$23,745,695 | \$24,713,140 | \$25,708,250 |
| TRAVEL & TRAINING | \$0 | \$0 | \$0 |
| EXTRAORDINARY EXPENDITURES | \$0 | \$0 | \$0 |
| TOTAL BUDGETED EXPENDITURES | \$23,745,695 | \$24,713,140 | \$25,708,250 |
| 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. The Capital Investment Committee includes the Deputy City Manager; the heads of the Finance, Community Development, Budget, Emergency Communications, Human Services, and Public Works Departments; the Chief Financial Officer of the School Department; and other City staff. The Committee 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 FY19 projections were presented to the credit rating agencies in February 2018, prior to the bond sale.

For the FY19 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 FY18. Departments that did not receive a Pay-As-You-Go appropriation in FY18 or those that wanted to increase their current funding allocation could submit a FY19 supplemental request. This process required departments to focus their priorities and produce a sustainable plan for future years.

The Capital Investment Committee submitted an FY19 Pay-As-You-Go capital budget of \$3,567,000 (\$1,600,000 for citywide projects, \$1,100,000 for E-Gov projects, and \$867,000 for Participatory Budgeting projects) 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.

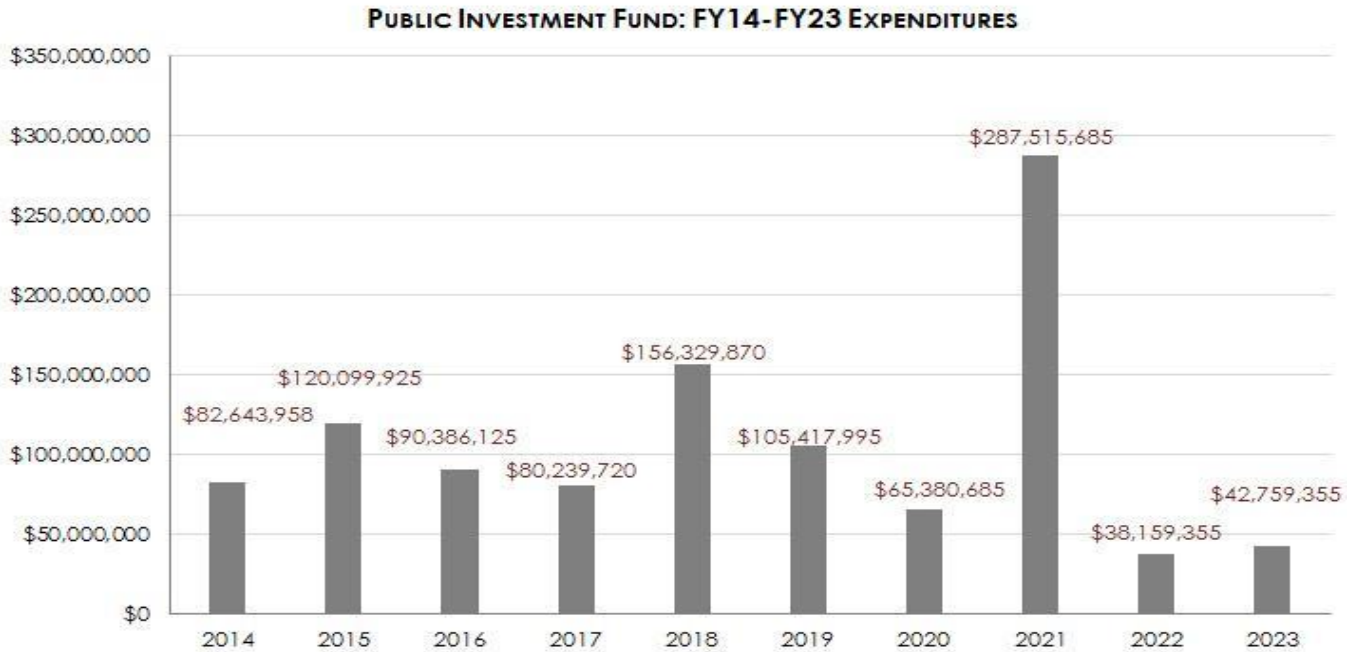
Departments request E-Gov projects, ITD reviews requests for feasibility, and the PRC holds a hearing for all requests. The PRC decides which projects to recommend to the Executive Committee for approval. Projects that require less than 100 hours of staff time or cost less than \$50,000 do not require 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

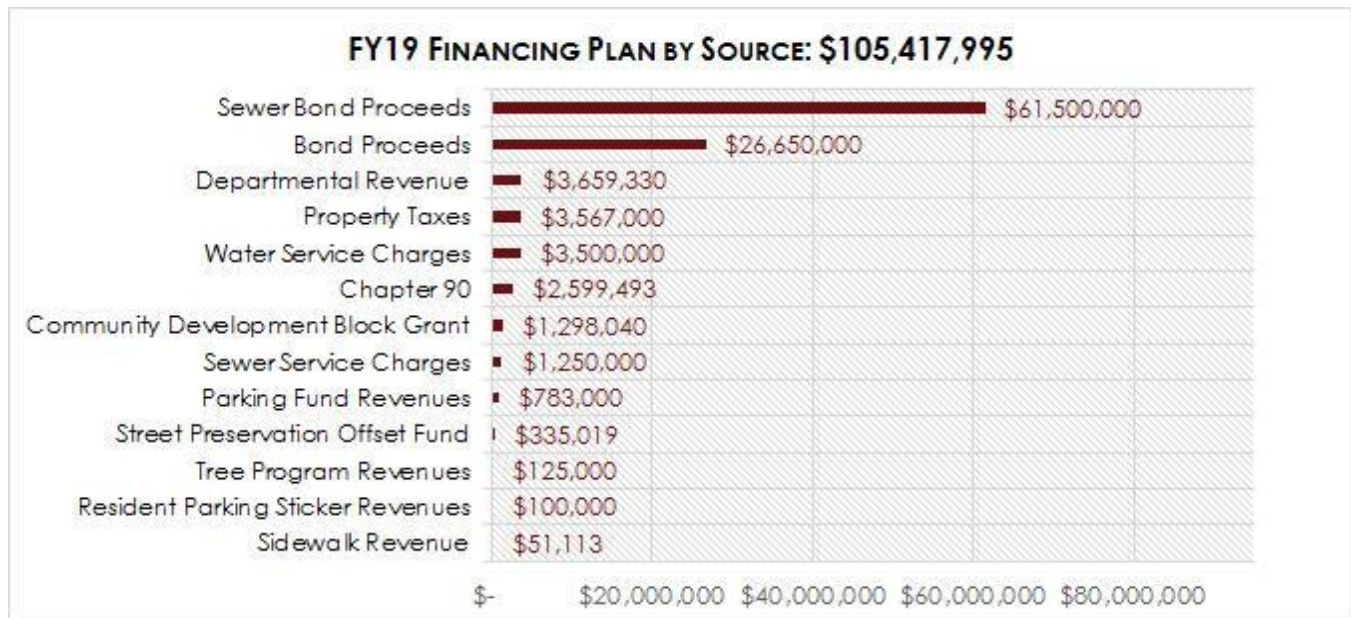
The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY14-17. FY18 shows expenditures to date. FY19 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY20-23 as per the Five-Year Public Investment Plan.



CAPITAL CALENDAR

| | |
|--|---|
| DECEMBER 12, 2017 | Briefing on FY19 budget guidelines by City Manager. Distribution of budget notebook and materials to departments. Meeting of departmental fiscal personnel with Budget staff. |
| JANUARY 16, 2018 THROUGH MARCH 2, 2018 | Formal department presentations of capital requests to the Capital Investment Committee. |
| JANUARY 17, 2018 | Deadline for Capital and E-Gov Budget submissions to the Budget Office. |
| MARCH 16, 2018 | Capital Investment Committee makes recommendations to City Manager. |
| APRIL 23, 2018 | Submission of the City Manager's Budget to the City Council. |
| MAY 8, 2018 | Date for public hearing on FY19 Capital Budget. |
| MAY 21, 2018 | Projected adoption date. |
| JULY 1, 2018 | Begin execution of FY19 allotment plans. |

PUBLIC INVESTMENT FINANCING PLAN



FY19-FY23 FINANCING PLAN

| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
|-----------------------------------|----------------------|---------------------|----------------------|---------------------|---------------------|----------------------|
| Bond Proceeds | \$26,650,000 | \$23,650,000 | \$228,650,000 | \$9,650,000 | \$10,650,000 | \$299,250,000 |
| Chapter 90 | \$2,599,493 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$12,599,493 |
| Community Development Block Grant | \$1,298,040 | \$1,183,355 | \$1,183,355 | \$1,183,355 | \$1,183,355 | \$6,031,460 |
| Departmental Revenue | \$3,659,330 | \$3,659,330 | \$3,659,330 | \$3,518,000 | \$3,518,000 | \$18,013,990 |
| Parking Fund Revenues | \$783,000 | \$1,208,000 | \$1,233,000 | \$1,233,000 | \$1,183,000 | \$5,640,000 |
| Property Taxes | \$3,567,000 | \$4,800,000 | \$4,900,000 | \$4,900,000 | \$4,900,000 | \$23,067,000 |
| Resident Parking Sticker Revenues | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$500,000 |
| Sewer Bond Proceeds | \$61,500,000 | \$20,500,000 | \$36,500,000 | \$6,500,000 | \$10,150,000 | \$135,150,000 |
| Sewer Service Charges | \$1,250,000 | \$2,250,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$12,500,000 |
| Sidewalk Revenues | \$51,113 | \$0 | \$0 | \$0 | \$0 | \$51,113 |
| Street Preservation Offset Fund | \$335,019 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,135,019 |
| Tree Program Revenues | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$125,000 |
| Water Service Charges | \$3,500,000 | \$5,330,000 | \$5,590,000 | \$5,375,000 | \$5,375,000 | \$25,170,000 |
| GRAND TOTAL | \$105,417,995 | \$65,380,685 | \$287,515,685 | \$38,159,355 | \$42,759,355 | \$539,233,075 |

FY19 SOURCES OF FUNDING

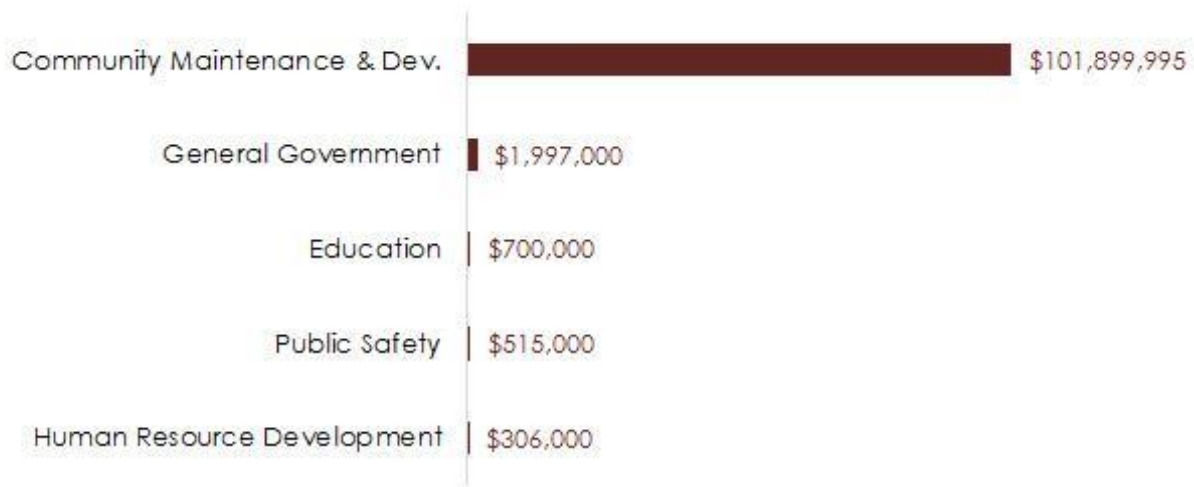
| SOURCE OF FUNDING | EXPLANATION | FY19 FUNDING |
|--|--|--------------|
| Bond Proceeds | March 1, 2018, the City sold \$92,590,000 in General Obligation Bonds to finance capital projects such as the King Open/Cambridge Street Upper School and Complex renovations, Complete Street reconstruction, municipal buildings, and school renovations. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 2.7%. | \$26,650,000 |
| 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. | \$2,599,493 |
| 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. | \$1,298,040 |
| 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 (3,450,000). | \$3,659,330 |
| 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 FY19 amount of \$883,000 includes Parking Fund Revenues (\$783,000) and Resident Parking Stickers (\$100,000). | \$883,000 |
| Property Taxes | An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs. | \$3,567,000 |
| Sewer Bond Proceeds | Sewer Bond Proceeds-Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction such as The Port and the River Street improvements. | \$61,500,000 |
| Sewer Service Charges | Revenues generated by sewer usage. The sewer rate reflects a rate increase of 7.5% for FY19. Charges cover 100% of operating and capital expenditures. | \$1,250,000 |
| Sidewalk Revenues | Revenues generated from brick sidewalk requests. | \$51,113 |

FY19 SOURCES OF FUNDING

| SOURCE OF FUNDING | EXPLANATION | FY19 FUNDING |
|--|--|----------------------|
| Street Preservation Offset Fund | A permit fee is charged to contractors that are opening and completing work in order or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal street, sidewalks, public rights of way, and public easements. | \$335,019 |
| Tree Program Revenues | Revenue from the Tree Fund associated with the Tree Ordinance. | \$125,000 |
| Water Service Charges | Revenues generated by water usage. The water rate reflects a 0% rate increase for the consumption period from April 1, 2018 through March 31, 2019. Charges cover 100% of operating and capital expenditures. | \$3,500,000 |
| TOTAL FUNDS FROM ALL SOURCES | | \$105,417,995 |

PUBLIC INVESTMENT APPROPRIATION PLAN

FY19 APPROPRIATION PLAN: \$105,417,995



FY19 - 23 APPROPRIATION PLAN

| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
|---------------------------------------|----------------------|---------------------|----------------------|---------------------|---------------------|----------------------|
| General Government | \$1,997,000 | \$3,230,000 | \$3,330,000 | \$3,330,000 | \$3,333,000 | \$15,220,000 |
| Public Safety | \$515,000 | \$900,000 | \$870,000 | \$1,048,000 | \$845,000 | \$4,178,000 |
| Community Maintenance and Development | \$101,899,995 | \$50,322,685 | \$62,282,685 | \$32,926,355 | \$37,651,355 | \$285,083,075 |
| Human Resource Development | \$306,000 | \$228,000 | \$333,000 | \$155,000 | \$230,000 | \$1,252,000 |
| Education | \$700,000 | \$10,700,000 | \$220,700,000 | \$700,000 | \$700,000 | \$233,500,000 |
| GRAND TOTAL | \$105,417,995 | \$65,380,685 | \$287,515,685 | \$38,159,355 | \$42,759,355 | \$539,233,075 |

FY19 PUBLIC INVESTMENT PROJECTS



| PROJECT NAME | PROJECT CODE | FY19 AMOUNT |
|---|--------------|--------------------|
| GENERAL GOVERNMENT | | |
| Finance: E-Gov Projects | FN19660 | \$1,100,000 |
| Finance: Participatory Budgeting | PB19500 | \$867,000 |
| Public Celebrations: Public Art Conservation Program | PC19507 | \$30,000 |
| GENERAL GOVERNMENT TOTAL | | \$1,997,000 |
| PUBLIC SAFETY | | |
| Fire: Underground Diesel Fuel Tank Monitoring | FI19534 | \$45,000 |
| Police: RWH Public Safety Building Door Hardware Replacement Project | PL19521 | \$50,000 |
| Police: RWH Public Safety Building Repairs | PL19515 | \$20,000 |
| Traffic: Meter Technology Improvement Program | TR19523 | \$100,000 |
| Traffic: Traffic Signal Program | TR19512 | \$300,000 |
| PUBLIC SAFETY TOTAL | | \$515,000 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT | | |
| Cable TV: Media Arts Studio Hi-Definition Upgrade | CT19503 | \$141,330 |
| CDD: Economic Development - Biomedical Career Training Program | CD19712 | \$99,000 |
| CDD: Economic Development - Microenterprise Workshops | CD19729 | \$32,000 |
| CDD: Economic Development - Small Business Enhancement & Interior Access Programs | CD19699 | \$91,500 |
| CDD: Economic Development - Storefront Improvements Program | CD19687 | \$200,000 |
| CDD: Housing - Affordable Housing Preservation & Development | CD19674 | \$3,450,000 |
| CDD: Housing - Affordable Housing Project Development | CD19963 | \$114,685 |
| CDD: Housing - Home Improvement Program | CD19735 | \$474,895 |
| CDD: Housing - Housing Mediation Program | CD19835 | \$73,710 |
| CDD: Housing - Housing Rehabilitation Assistance Program | CD19614 | \$337,250 |
| CDD: Housing - Tenant Organizing Services | CD19801 | \$75,000 |
| CDD: Transportation - Bicycle Parking Program | CD19848 | \$50,000 |
| CDD: Transportation - Bicycle Parking Special Projects | CD19955 | \$33,000 |
| CDD: Transportation - Bicycle Spot Improvements | CD19954 | \$25,000 |
| CDD: Transportation - Bus Stop Improvements | CD19953 | \$25,000 |
| CDD: Transportation - Electric Vehicle Charging Infrastructure | PW19841 | \$100,000 |
| CDD: Transportation - Traffic Calming | CD19592 | \$300,000 |
| Public Works: Buildings - Energy Efficiency Projects | PW19781 | \$100,000 |
| Public Works: Buildings - Flooring & Furnishings | PW19622 | \$52,000 |
| Public Works: Buildings - Municipal Facilities Improvement Plan (MFIP) | PW19625 | \$5,000,000 |
| Public Works: Cemetery - Cemetery Space Optimization and Beautification Project | PW19828 | \$25,000 |
| Public Works: Parks - ADA Accessibility Improvements | PW19598 | \$50,000 |
| Public Works: Parks - Park Play Area Shade Structures | PW19829 | \$50,000 |
| Public Works: Parks - Park Surfacing Restoration Program | PW19830 | \$140,000 |
| Public Works: Parks - Park Water Conservation Program | PW19811 | \$100,000 |
| Public Works: Sewer/Stormwater - Capital Repairs Program | PW19793 | \$5,000,000 |
| Public Works: Sewer/Stormwater - Climate Change | PW19831 | \$500,000 |
| Public Works: Sewer/Stormwater - Remedial Construction | PW19599 | \$1,250,000 |
| Public Works: Sewer/Stormwater - River Street | PW19843 | \$34,000,000 |
| Public Works: Sewer/Stormwater - The Port | PW19812 | \$40,000,000 |

FY19 PUBLIC INVESTMENT PROJECTS

| PROJECT NAME | PROJECT CODE | FY19 AMOUNT |
|--|--------------|----------------------|
| Public Works: Solid Waste - Public Area Litter and Recycling Bin Improvement Project | PW19842 | \$25,000 |
| Public Works: Streets - Complete Streets Reconstruction | PW19595 | \$6,135,625 |
| Public Works: Trees - Emerald Ash Borer Treatment | PW19804 | \$100,000 |
| Public Works: Trees - Park and Cemetery Tree Pruning | PW19619 | \$100,000 |
| Public Works: Trees - Public Shade Tree Investment Program | PW19819 | \$250,000 |
| Water: Fresh Pond Master Plan Implementation | WA19534 | \$250,000 |
| Water: Fresh Pond Reservation Major Projects | WA19586 | \$30,000 |
| Water: Hydroelectric Renewable Energy Generation | WA19585 | \$75,000 |
| Water: PC Upgrades | WA19578 | \$20,000 |
| Water: Reservoir Facilities Improvements - Upcountry | WA19562 | \$330,000 |
| Water: Reservoir Gaging Weather Station Maintenance | WA19581 | \$200,000 |
| Water: Water Facility Upgrades | WA19579 | \$26,000 |
| Water: Water Meter Replacement | WA19569 | \$200,000 |
| Water: Water Treatment Plant Equipment & Systems Upgrades | WA19555 | \$725,000 |
| Water: Water Works Construction | WA19543 | \$1,426,000 |
| Water: Watershed Consulting Services | WA19531 | \$118,000 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL | | \$101,899,995 |
| HUMAN RESOURCE DEVELOPMENT | | |
| Human Services: Danehy Park Bench and Table Replacement | HS19534 | \$60,000 |
| Human Services: Danehy Park Maintenance | HS19522 | \$37,000 |
| Human Services: Fresh Pond Golf Course Improvements | HS19509 | \$20,000 |
| Human Services: Human Services Buildings Repairs | HS19530 | \$30,000 |
| Human Services: Screen on the Green Replacement | HS19535 | \$30,000 |
| Human Services: War Memorial Recreation Center Maintenance | HS19521 | \$48,000 |
| Library: Main Library Building Repairs | LB19518 | \$25,000 |
| Library: Main Library Window Wall Repairs | LB19522 | \$56,000 |
| HUMAN RESOURCE DEVELOPMENT TOTAL | | \$306,000 |
| EDUCATION | | |
| School: Boiler Replacement/Gas Conversion and Other Building Repairs | SC19934 | \$650,000 |
| School: Furniture Replacements/School Facilities Repairs | SC19938 | \$50,000 |
| EDUCATION TOTAL | | \$700,000 |
| GRAND TOTAL | | \$105,417,995 |

GENERAL GOVERNMENT

FINANCE: E-GOV PROJECTS




| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|--------------------|--------------------|--------------------|---|--------------------|---|
| <p>The E-Gov Executive Committee recommends that the City invest \$1,100,000 in E-Gov Capital projects that will focus on supporting technical infrastructure initiatives such as maintenance of the City and Public Safety network, firewall, data center server equipment, WiFi and VoIP services, and all PC and peripheral devices. The E-Gov Executive Committee will submit E-Gov innovation requests for consideration and evaluation relating to the new strategic plan. Additional projects will be submitted to the City Council in the fall of 2018 for appropriation.</p> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>The maintenance agreements that support these non-discretionary technical infrastructure projects are included in ITD and Public Safety operating budgets.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$1,100,000 | \$2,300,000 | \$2,300,000 | \$2,300,000 | \$2,300,000 | \$10,300,000 |
| GRAND TOTAL | \$1,100,000 | \$2,300,000 | \$2,300,000 | \$2,300,000 | \$2,300,000 | \$10,300,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>The City plans to use FY20-FY23 funding for continued maintenance of City and Public Safety non-discretionary technical infrastructure initiatives. This funding includes maintenance and upgrade of network, firewall, data center server equipment, WiFi and VoIP services, and all PC and peripheral devices.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>In FY18, the City appropriated \$2,300,000 for IT initiatives. Major projects included online permitting for Fire and License, an upgrade for ISD, Open Data Visualization training for the public, upgrade of AV equipment, and implementation of public comment display and closed captioning. In FY18, the E-Gov Committee also undertook a refresh of the citywide technology strategic plan, which will assist in developing a comprehensive five-year plan for infrastructure initiatives.</p> | | |

GENERAL GOVERNMENT

| ADDITIONAL PROJECT INFORMATION | | |
|---------------------------------|--|---------------------|
| DEPT. | E-GOV PROJECT AND DESCRIPTION | FY19 FUNDING |
| ITD | <i>Core Router Replacement for Schools:</i> Replacement of core switches for the schools. This is a critical juncture between the schools and the City network. The switch is over its 10-year useful life and is supported by the City. | \$125,000 |
| ITD | <i>PC Replacement for Public Safety and CoC:</i> To enable City employees to use the latest technology, PC hardware must be refreshed regularly. The City runs on a five-year replacement cycle for most PCs. This figure also includes laptops and handheld devices for field work. | \$475,000 |
| ITD | <i>Printer Replacement for CoC:</i> Replacement of printers on a five-year plan to remove old problematic hardware and replace with new multifunction units. | \$55,000 |
| PSIT | <i>Printers Replacement for Public Safety:</i> Replacement of printers on a five-year plan to remove problematic hardware and replace with new multifunction units. | \$20,000 |
| ITD | <i>VoIP System Upgrades:</i> To keep voice phone systems up to date with newest firmware and software upgrades. | \$30,000 |
| ITD | <i>Wireless Refresh for Public Safety - original implementation in FY08:</i> Refresh of wireless system for Public Safety buildings; original system was installed in 2008 and is no longer supported. | \$80,000 |
| PSIT | <i>Security Camera Refresh at Robert W. Healy Public Safety Building:</i> Refresh of security cameras at the Healy Building to replace 12-year-old problematic cameras. | \$55,000 |
| ITD | <i>AV Upgrades for the City:</i> New audiovisual upgrades to replace problematic or outdated equipment throughout city buildings. | \$50,000 |
| ITD | <i>AV Upgrades for Public Safety:</i> New audiovisual upgrades to replace problematic or outdated equipment in Public Safety buildings. | \$85,000 |
| PSIT | <i>Data Center Refresh Public Safety:</i> Maintenance replacement of servers, storage, or server supported equipment for Public Safety data centers. This must be performed regularly to keep critical applications running. | \$50,000 |
| PSIT | <i>UPS Maintenance for Public Safety Battery Backup:</i> This is to replace a portion of batteries every year in the Public Safety data centers. These batteries have a limited life and need to be constantly replaced to ensure proper functioning of the battery backup. | \$75,000 |
| TOTAL FY19 E-GOV FUNDING | | \$ 1,100,000 |


GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------|-----------|--|-------------|-------------|--|
| <p>6,778 Cambridge residents age 12 and older voted in the City's fourth Participatory Budgeting (PB) vote in December 2017. 608 project ideas were submitted and \$867,000 in FY19 capital funds will be allocated to the seven winning projects. The winning projects as follows: planting of 100 trees (\$141,000), critical resource kits for the homeless (\$50,000), flashing light signs at 10 crosswalks (\$176,000), 10 outdoor water bottle fill stations (\$100,000), new musical instruments for the Cambridge Rindge and Latin School (\$200,000), four living moss walls (\$100,000), and Gately Youth Center upgrades (\$100,000). More project details can be found online at pb.cambridgema.gov.</p> | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>The Budget Office's operating budget includes funds to hire two PB interns each year and support PB implementation costs (outreach materials, T-shirts and food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc.).</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$867,000 | \$900,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,767,000 |
| GRAND TOTAL | \$867,000 | \$900,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,767,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>The City expects Participatory Budgeting funding to continue at \$900,000-\$1,000,000 per year.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>Residents voted to spend \$1,834,000 in FY16-18 capital funds during the first three PB cycles. The 20 winning projects from those cycles include the Central Square public toilet, bike repair stations, bilingual books for kids, a food rescue freezer van, separated bike lanes, solar panels for the Main Library roof, and many others.</p> | | | |



GENERAL GOVERNMENT

PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------------|-----------------|---|-----------------|-----------------|---|
| <p>Each year, approximately 240 pieces of art 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$33,000 | \$153,000 |
| GRAND TOTAL | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$33,000 | \$153,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Funding for the Public Art Conservation Program in FY20-FY23 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>FY18 funding covered assessments and routine maintenance of artwork in parks, schools, libraries, fire stations, and senior centers. Staff also provide response and maintenance connected to seasonal and weather-related damage that may occur to artworks in the City collection.</p> | | | |



PUBLIC SAFETY

FIRE: UNDERGROUND DIESEL FUEL TANK MONITORING

| FY19 PROJECT DESCRIPTION | | | | | | | CITY COUNCIL GOALS |
|---|----------|------|------|---|------|----------|---|
| <p>In FY19, \$45,000 appropriation will be used to install electronic monitoring system at East Cambridge Station's underground storage tank as required by EPA and MA DEP. In addition, fuel dispensing hoses will be modified at Headquarters and East Cambridge Station to comply with regulations from existing reserves.</p> | | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | | |
| <p>There is no anticipated impact on the operating budget.</p> | | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL | |
| Property Taxes | \$45,000 | \$0 | \$0 | \$0 | \$0 | \$45,000 | |
| GRAND TOTAL | \$45,000 | \$0 | \$0 | \$0 | \$0 | \$45,000 | |
| FY20-FY23 FUNDING | | | | | | | |
| <p>There is no additional funding anticipated.</p> | | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | | <p>The project was not funded in the previous year.</p> | | | |



PUBLIC SAFETY

POLICE: LIFE SAVING BODY ARMOR

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|------------|------------|------------|---|------------|---|
| <p>The Police Department replaces lifesaving 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$0 | \$0 | \$0 | \$178,000 | \$0 | \$178,000 |
| GRAND TOTAL | \$0 | \$0 | \$0 | \$178,000 | \$0 | \$178,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>In FY17, the Department replaced approximately 200 vests purchased in 2012. The Department is seeking to replace approximately 185 vests in FY22 in order to remain in compliance and 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 DOOR HARDWARE REPLACEMENT PROJECT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|----------|------|--|------|--|
| <p>The hardware on the doors at the RWH Public Safety Building have not been replaced since the building opened in 2008. The doors are failing due to age and use of the mechanical hardware. Replacement parts for the existing hardware are expensive and difficult to source. There are 34 doors with security hardware in the building. The hardware replacement project for FY19 will replace approximately half of those door security hardware. This project will ensure that high volume doors are on the same standard hardware and will improve safety and security in the building.</p> | | | | | | <p>\$</p> <p></p> |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>This project will decrease annual maintenance on the current hardware.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$50,000 | \$55,000 | \$0 | \$0 | \$0 | \$105,000 |
| GRAND TOTAL | \$50,000 | \$55,000 | \$0 | \$0 | \$0 | \$105,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>The Police Department will seek additional funding in FY20 to complete the replacement of the hardware on the doors. The rotational cycle for replacement is approximately 10 years.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>This project was not funded in the previous year.</p> | | |




PUBLIC SAFETY

POLICE: RWH PUBLIC SAFETY BUILDING REPAIRS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|-----------------|---|-----------------|---|
| <p>The FY19 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, maintenance of common areas that are heavily traveled, extensive cleaning projects, and replacing the carpets on various floors within the five-story facility. As the building ages, the Department will also use this allocation to replace furniture that has passed its useful life. This allocation will also fund any unanticipated repair needs. The Police Department will continue fire alarm maintenance and testing within the building.</p> | | | | | | <p>\$</p>  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>This project will help minimize costs of repairs and maintenance calls.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$45,000 | \$125,000 |
| GRAND TOTAL | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$45,000 | \$125,000 |
| FY20-FY23 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 FY18 funds was used to do repairs and maintenance throughout the Public Safety Building, including extensive rug replacement.</p> <p><i>Photo Credit: Ryuji Suzuki/Beaupix</i></p> | | |


PUBLIC SAFETY

TRAFFIC: METER TECHNOLOGY IMPROVEMENT PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | | CITY COUNCIL GOALS |
|---|-----------|-----------|-----------|--|-----------|-----------|--|
| <p>The Meter Technology Improvement Program will help replace existing pay and multi space meters 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. The smart meters will allow customers to be able to pay with both coins and credit cards directly at the meters. This technology will allow the City to manage its parking supply and pricing more efficiently.</p> | | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | | |
| <p>The Meter Technology Improvement Program will provide better management data on cash collection reconciliation and will help increase revenue by facilitating dynamic meter pricing. The introduction of new smart meters will enable the City to be more efficient in servicing and maintaining those meters based on their electronic reporting system. In the short term, we will be able to save on spare part costs for the maintenance of older mechanical meters by salvaging existing meter parts to repair broken meters. The smart meter equipment will have operating cost impacts associated with data communication and credit card fees.</p> | | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL | |
| Parking Fund Revenues | \$100,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$900,000 | |
| GRAND TOTAL | \$100,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$900,000 | |
| FY20-FY23 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>In FY18 this project was funded with an allocation of \$200,000. The Department took part in the Metropolitan Area Planning Council's (MAPC) process for a joint procurement for the purchase of the meter payment technologies, including smart meters and multi-space meters.</p> | | | |

PUBLIC SAFETY


TRAFFIC: PARKING GARAGE RESTORATION AND IMPROVEMENTS

| FY19 PROJECT DESCRIPTION | CITY COUNCIL GOALS |
|---|---|
| <p>The Traffic, Parking & Transportation Department (TPT) plans to use the existing capital budget balance to pay for expenses related to the garages’ repairs and maintenance. These repairs include the need for an elevator replacement, fixing rusted metal pipes, and repairing cracks in various locations around the garages. TPT drafted a new Engineering Consultant RFP to address existing repair needs, not limited to the adaptability of the garages to future technological advancements.</p> <p>The repairs are necessary prior to completion of the redevelopment of the East Cambridge Courthouse, given the potential to lease 420 parking spaces to that project.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Parking Fund Revenues | \$0 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,200,000 |
| GRAND TOTAL | \$0 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,200,000 |

| FY20-FY23 FUNDING |
|---|
| <p>Future year funding will be used to undertake parking garage repairs as needed each year. By spending \$300,000 per year in FY20-FY23, necessary capital repairs will be completed at the Green Street and First Street garages.</p> |

| PROJECT VISUAL | STATUS OF PRIOR YEAR PROJECTS |
|---|---|
|  | <p>During FY18 the department drafted an Engineering Consultant Request for Proposals that prioritizes the needs of the garages. With an existing capital budget balance estimate of \$770K, the department plans to utilize these funds to pay project expenditures.</p> |



PUBLIC SAFETY

TRAFFIC: TRAFFIC SIGNAL PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | | CITY COUNCIL GOALS |
|---|-----------|-----------|-----------|---|-----------|-------------|---|
| <p>FY19 allocation of \$300,000 will be used to upgrade and modernize the traffic signal system. Improvements will 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. As we continue 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. There is a need for new or significantly updated traffic signals at the intersection of Broadway and Ellery Street, the Porter Square area, and Aberdeen Avenue and Mount Auburn Street. We will also continue to investigate options for improvements at the intersection of Brattle Street, Sparks Street, and Craigie Street.</p> | | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | | |
| <p>Upgrades will minimize maintenance and repair costs in the operating budget.</p> | | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL | |
| Parking Fund Revenues | \$300,000 | \$325,000 | \$350,000 | \$350,000 | \$300,000 | \$1,625,000 | |
| GRAND TOTAL | \$300,000 | \$325,000 | \$350,000 | \$350,000 | \$300,000 | \$1,625,000 | |
| FY20-FY23 FUNDING | | | | | | | |
| <p>Future year funding will be used for traffic signal system improvements with specific projects to be determined each year. During FY19, 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>During FY18, the Traffic, Parking & Transportation Department changed signal timing and installed new indications to separate turning movements at Hampshire and Broadway, installed a new cabinet/controller and several other upgrades that were needed.</p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

CABLE TV: MEDIA ARTS STUDIO HI-DEFINITION UPGRADE

| FY19 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> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>Maintenance and repair costs may increase with equipment over time.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Departmental Revenue | \$141,330 | \$141,330 | \$141,330 | \$0 | \$0 | \$423,990 |
| GRAND TOTAL | \$141,330 | \$141,330 | \$141,330 | \$0 | \$0 | \$423,990 |
| FY20-FY23 FUNDING | | | | | | |
| <p>This project will be funded through FY21.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 funding of \$141,330 was used to upgrade studio equipment.</p> | | |





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | | CITY COUNCIL GOALS |
|---|----------|----------|----------|--|----------|-----------|--|
| <p>For FY19, an allocation of \$99,000 of CDBG funds will support 9 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 in the program.</p> | | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | | |
| There is no direct financial or personnel impact on the operating budget. | | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 | |
| FY20-FY23 FUNDING | | | | | | | |
| Depending on Federal funding levels, it is expected that \$99,000 in future allocations will be used to continue offering training opportunities to eligible NRS residents. | | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | | <p>\$99,000 was used in FY18 to support Biomedical Career Training Program activities.</p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|----------|--|----------|----------|---|
| <p>For FY19, an allocation \$32,000 of CDBG funds will support the Business Development Services program for Cambridge businesses; including the 10-week business planning program, Small Business Coaching Program, and the Cambridge Entrepreneurship Assistance Program. The programs will provide business development workshops and counseling services to new and emerging income-eligible entrepreneurs in Cambridge. This program provides economic empowerment and growth to the residents and business owners who participate in the programs.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Depending on Federal funding levels, it is expected that \$32,000 in future allocations will be used to continue offering these business development workshops, business planning program, Small Business Coaching Program, and the Cambridge Entrepreneurship Assistance Program.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>In FY18, funding supported Microenterprise training workshops in topics such as: Search Engine Optimization, Shopify, Instagram, Art of Networking, WordPress, Online Marketing, and Enhancing Customer Experience. Funding also supported the Small Business Coaching Program, and a 10-week business planning course.</p> | | | |

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - SMALL BUSINESS ENHANCEMENT & INTERIOR ACCESS PROGRAMS

| FY19 PROJECT DESCRIPTION | CITY COUNCIL GOALS |
|--|---|
| <p>An FY19 allocation of \$91,500 of CDBG funds will be used to support the City’s economic development programs for low and moderate-income individuals through the Small Business Enhancement Program. The program includes in-store consultations and implementation grant projects. After receiving assistance 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 those who are sensory and/or physically disabled. The program seeks to improve accessibility and physical appearances of independent businesses and make Cambridge commercial districts more accessible to all.</p> |    |

IMPACT ON OPERATING BUDGET

There is no direct financial or personnel impact on the operating budget.

5-YEAR APPROPRIATION PLAN

| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |

FY20-FY23 FUNDING

It is anticipated that 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 |
|----------------|-------------------------------|
|----------------|-------------------------------|



FY18 funding of \$91,500 allowed for businesses to receive grants for new kitchen and display equipment, ADA bathrooms, new marketing materials, and web site design assistance. By the end of FY18, a total of 25 businesses will receive in-store consultations and/or grants.


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|-----------|--|-----------|---|
| <p>In FY19, an allocation of \$200,000 will support the City’s Storefront Improvements Program, which was enhanced in FY15 with the addition of the Architectural Barriers Removal component. This program, which supports multiple City goals, enables participating businesses to remove barriers to accessibility, improve their overall storefront appearance, and in some cases, preserve distinctive historic building features. 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>\$200,000 in future allocations each year will be used to continue offering storefront improvements including architectural barrier removal.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 funding of \$175,000 continued storefront improvements, including architectural barrier removal.</p> <p><i>At left: Completed in FY18, this full rehabilitation on Western Avenue included new storefront windows, new doors (adding ADA pushbuttons), walkways, and roof.</i></p> | | |


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PRESERVATION & DEVELOPMENT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-------------|-------------|---|-------------|-------------|--|
| <p>In FY19, an allocation of building permit fee revenue will supplement the allocation of Community Preservation Act funds to help the Affordable Housing Trust preserve and create permanently affordable housing for low, moderate, and middle-income residents. Dedicating additional City funds to the Affordable Housing Trust will help with efforts to advance the City Council’s affordable housing goals and pursue opportunities to create new affordable units and preserve existing affordable housing. These funds will be appropriated to the Affordable Housing Trust, which will oversee use of the funds to support specific affordable housing preservation and development efforts. The FY19 allocation represents an increase of \$650,000 from FY18.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Departmental Revenue | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$17,250,000 |
| GRAND TOTAL | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$17,250,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>The City will continue this capital allocation to the Affordable Housing Trust by continuing to allocate a portion of budgeted building permit fees each year to ensure that the Affordable Housing Trust has resources necessary to carry out affordable housing goals.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>The FY18 allocation of funds was used to assist in funding the Concord Highlands development which will create 98 new units of affordable housing for low-, moderate-, and middle-income households.</p> | | | |


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------------------|------------|------------|--|------------|--------------------|
| In FY19, \$114,685 from CDBG funds will support the development of new affordable housing units in the City. | | | | | | <p>\$</p> <p>🏠</p> |
| IMPACT ON OPERATING BUDGET | | | | | | |
| There is no direct financial or personnel impact on the operating budget. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Community Development Block Grant | \$114,685 | \$0 | \$0 | \$0 | \$0 | \$114,685 |
| GRAND TOTAL | \$114,685 | \$0 | \$0 | \$0 | \$0 | \$114,685 |
| FY20-FY23 FUNDING | | | | | | |
| As Federal funding levels decrease year to year, it is expected that \$0 in future allocations will be available for new development. However, if CDBG funding is maintained, these funds will continue to be available in future fiscal years. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | CDBG funding is used to preserve and develop affordable housing, including affordable units at Auburn Court where 9 new affordable units were completed in FY18. | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOME IMPROVEMENT PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|-----------|---|-----------|--------------------|
| <p>The FY19 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> | | | | | | <p>\$</p> <p>🏠</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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Depending on Federal funding levels, it is expected that \$474,895 in future allocations will be used to continue this program.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 funding provided financial assistance and housing stabilization services which assisted 35 residents with needed home repairs and improvements.</p> | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING MEDIATION PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | | CITY COUNCIL GOALS |
|--|-----------------|-----------------|-----------------|--|-----------------|------------------|---|
| <p>The allocation of \$73,710 of CDBG funding will support the services of an agency to provide Housing Mediation services in FY19. 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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 | |
| FY20-FY23 FUNDING | | | | | | | |
| <p>Depending on Federal funding levels, it is expected that \$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>FY18 funding of \$73,710 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

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|-----------|--|-----------|--|
| <p>The FY19 allocation of \$337,250 of CDBG funds will support the Housing Rehabilitation Assistance Program which offers underserved Cambridge youth employment and skills training while engaging them in rehab and development of affordable housing.</p> | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>There is no direct financial or personnel impact on the operating budget.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Depending on Federal funding levels, it is expected that \$337,250 in future allocations will be used to continue this program.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 funding of \$337,250 supported 100 youths participating in employment and rehab skills training.</p> | | |





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - TENANT ORGANIZING SERVICES

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|----------|----------|----------|--|----------|--------------------|
| <p>The FY19 allocation of \$75,000 of CDBG funds will support the services of an agency to provide support to residents in buildings at-risk through expiring affordable housing restrictions. This program provides advocacy services to low and moderate-income tenants to preserve expiring units at risk.</p> | | | | | | <p>\$</p> <p>🏠</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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Depending on Federal funding levels, it is expected that \$75,000 in future allocations will be used to continue this program.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 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> | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|----------|---|----------|----------|---|
| <p>In FY19, 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, 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 anticipated impact on the operating budget.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>\$50,000 per year 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>FY18 funding is being used for the procurement and installation of more than 120 bicycle racks and the installation of seasonal on-street bicycle parking corrals. Installation began in fall 2017 and continued in spring 2018. For the second year, a small number of bicycle parking corrals were deployed over the winter season in high demand areas.</p> <p><i>Photo caption: A seasonal bicycle parking corral was placed at the One Kendall Square complex, a new location for FY17.</i></p> | | | |





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING SPECIAL PROJECTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|---|-----------------|-----------------|--|
| <p>In FY19, 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 anticipated impact on the operating impact.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 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 curbing, concrete, asphalt, or brick surfaces.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>FY18 funding is being used to formalize bicycle parking stall locations at Cambridge Rindge and Latin High School with concrete pads and permanently affixed bicycle racks. Funds were also used to replace a number of substandard bicycle racks at Danehy Park with new racks that meet the City's design guidelines.</p> <p><i>Left: The bicycle parking shelter at the City Hall Annex, completed spring 2017, was funded by the FY16 Bicycle Parking Special Projects allocation.</i></p> | | | |






COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------------|-----------------|---|-----------------|-----------------|---|
| <p>In FY19, an allocation of \$25,000 will be used to fund small but important changes to infrastructure to support bicycling, and to improve safety and comfort of riders. These modifications make facilities more attractive for riders of all ages and abilities. Projects generally include changes to curbs, signals, or other streetscape elements to allow for improvements to bicycle facilities and bicycle travel. With large increases in bicycle ridership and the completion of a bicycle connectivity study, there is documented demand, which is expected to increase, for changes to streets that are not in the Five-Year Street and Sidewalk Plan. This allocation will facilitate tactical response to high-priority interventions. In FY19, options are to install bicycle signals at one or more key intersections, or to construct a floating bus stop as a multi-mode safety improvement and proof-of-concept example for future projects.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| There is no anticipated impact on the operating impact. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>\$25,000 in annual future allocations will be used to make physical improvements for cycling on an ongoing basis.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>Previous year funding was used to install state of the art signal controls, allowing for the creation of a “green wave” to facilitate bicycle travel along Hampshire Street.</p> <p><i>Pictured: Cyclists on Hampshire Street, one of the highest bicycle travel corridors in Massachusetts.</i></p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|---|-----------------|-----------------|---|
| <p>The allocation of \$25,000 for this program is intended 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.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>There is no anticipated impact on the operating impact.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>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, as well as constructing floating bus stops at locations of high conflict or increased desire for cyclist safety.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|   | | | <p>Funds from prior years have been used to pilot real-time information signs to inform use of the bigger pool of Participatory Budgeting funding available, construct curb extensions to fit bus shelters and allow buses to pull up flush to the curb and to purchase other bus stop amenities such as shelters and benches.</p> <p><i>Left: Improved conditions on Green Street, including a curb extension and bus shelter.</i></p> | | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - ELECTRIC VEHICLE CHARGING INFRASTRUCTURE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|---|-----------|-----------|--|
| The FY19 allocation of \$100,000 is for the purchase and installation of dual head Level 2 electric vehicle charging stations at approximately four municipal parking facilities. | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Adding these stations to the City's maintenance contract and Chargepoint network will cost about \$2,500 per year. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$100,000 | \$260,000 | \$260,000 | \$260,000 | \$260,000 | \$1,140,000 |
| GRAND TOTAL | \$100,000 | \$260,000 | \$260,000 | \$260,000 | \$260,000 | \$1,140,000 |
| FY20-FY23 FUNDING | | | | | | |
| Budget requests for FY20-23 will support the need to expand the EV charging network in the future to meet the charging needs as EV ownership in Cambridge is expected to increase over time. | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>Cambridge's investment in electric vehicle charging infrastructure began with installations at City facilities (DPW charging station shown at left). Resident interest in electric vehicles continues to grow, and demand for publicly accessible charging stations continues to increase.</p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - TRAFFIC CALMING

| FY19 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: Channing Street, Huron Avenue, Park Avenue, and Webster Avenue. Projects occur in conjunction with roadway improvement projects, and are therefore determined based on DPW plans for the fiscal year. Some of these locations were proposed for the FY18 appropriation, but were re-scheduled for FY19. The goal of the traffic calming program is to improve the safety and comfort of residents of all ages and abilities who walk, bike, and drive in Cambridge.</p> | | | | | | <p>\$</p> <p></p> |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>There is no impact on the operating budget.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>It is anticipated that an allocation will be made in each year budget cycle to fund traffic calming projects.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>This project, completed with prior year funding, comprised the reconstruction of sidewalks and roadway on Fulkerson Street from Cambridge Street to Charles Street, and included a separated bike path from Spring Street to Charles Street and curb extensions at Charles, Thorndike and Otis Streets. New crosswalks were built and marked on Fulkerson Street and all the intersecting streets from Cambridge Street to Charles Street.</p> <p><i>Left: Pedestrian improvements at the intersection of Fulkerson Street and Thorndike Street.</i></p> | | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY PROJECTS

| FY19 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. Projects funded from this allocation along with other funding sources including the Municipal Facility Improvement Plan, utility rebates and state Green Community grants support the City's work to reduce greenhouse gas emissions from municipal operations 30% below 2008 levels by 2020. The FY19 allocation, supplemented by prior year appropriations, will fund the installation of LED lights at the City Hall Annex, Fletcher Maynard Academy and Cambridgeport School, install central HVAC controls for new classroom heating units at the Graham and Parks school, design and install a new high-efficiency HVAC system for the Frisoli Youth Center Day Care Center, design a high efficiency HVAC system for the Moses Youth Center Day Care and install standardized remote reporting (data acquisition) systems at PV systems.</p> | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>Installation of energy-saving equipment will reduce energy consumption and reduce maintenance costs.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Annual funding for energy efficiency projects will continue through FY23.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>In FY18 the City installed LED lighting at several garages -- Green Street parking garage, Main Library, Robert W. Healy Public Safety, Parking Lot 2 (Harvard Square), DPW and Cemetery garages -- as well as the Amigos and Kennedy-Longfellow School gyms. In addition, Moore Youth Center lights were upgraded to LED.</p> <p><i>Photo on left: new LED lighting at the Main Library parking garage.</i></p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------------|-----------------|-----------------|--|-----------------|--|
| <p>FY19 funding will support periodic replacement of flooring, carpeting, and furnishings throughout City buildings.</p> <p>During FY19, Public Works will continue to address carpet issues at locations within City Hall Annex, Citywide Senior Center, Frisoli Youth Center, DPW offices, Coffon Building Human Services second floor conference room, Peace Commission and Women's Commission.</p> | | | | | | <p>\$</p> <p></p> |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Repairs will reduce the number of service calls made and will ensure that walking surfaces remain safe and accessible. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$52,000 | \$50,000 | \$50,000 | \$50,000 | \$75,000 | \$277,000 |
| GRAND TOTAL | \$52,000 | \$50,000 | \$50,000 | \$50,000 | \$75,000 | \$277,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>Projects funded in FY18 include locations within the Coffon Building and DPW Buildings.</p> | | |


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - MUNICIPAL FACILITIES IMPROVEMENT PLAN (MFIP)

| FY19 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.</p> <p>An allocation of \$5 million in FY19 will fund interior and exterior accessibility at the City Hall Annex and ventilation improvements at Fire Department Headquarters and Porter Square Fire House.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$25,000,000 |
| GRAND TOTAL | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$25,000,000 |
| FY20-FY23 FUNDING | | | | | | |
| This is a multi-year program; funding will be ongoing. Proposed projects in upcoming years include Electrical Shop and Corporal Burns building alterations, Coffon and Lombardi Building roof replacements and deferred maintenance HVAC, plumbing, lighting, electrical, and interior finish work at multiple sites. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>The City has invested a total of \$19.5 million in the MFIP in the last 5 years. Improvement projects constructed to date include roof replacement and patio improvements at the Citywide Senior Center; roof replacement at the Moore Youth Center; HVAC controls upgrades at the Central Square Library and Alice K. Wolf Center; photovoltaic (solar) projects at the Kennedy Longfellow School and Main Library and cooling tower replacement at the two highest energy use facilities in the MFIP-Robert W. Healy Building and the Main Library.</p> <p>Image: New Senior Center Patio</p> | | |





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: CEMETERY - CEMETERY SPACE OPTIMIZATION AND BEAUTIFICATION PROJECT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|------|------|---|------|--------------------|
| <p>This budget allocation continues to 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.</p> <p>The plan includes a review of available areas throughout the Cemetery that are too small for traditional full burial lots, and a consideration of alternatives such as 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 trees.</p> <p>The FY19 allocation of \$25,000 will complete the design of the project.</p> | | | | | | <p>\$</p> <p>🌳</p> |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Additional burial sites are likely to result in additional revenue to help maintain the Cemetery. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$25,000 | \$0 | \$0 | \$0 | \$0 | \$25,000 |
| GRAND TOTAL | \$25,000 | \$0 | \$0 | \$0 | \$0 | \$25,000 |
| FY20-FY23 FUNDING | | | | | | |
| There will be additional capital budget requests for funding during FY20-FY23 in order to fund construction of improvements recommended through the planning process. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>An FY18 allocation of \$50,000 was applied to the initial phases of this plan.</p> | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - ADA ACCESSIBILITY IMPROVEMENTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------------|-----------------|--|-----------------|-----------------|---|
| <p>In order to continue making public facilities more accessible to people with disabilities, the FY19 allocation of \$50,000 will be used for the following improvements:</p> <ul style="list-style-type: none"> • Furnish specialized universal design playground equipment for \$26,000. • Designer services for ADA-compliant signage upgrades for City facilities, both indoor and outdoor, for \$12,000. • Replace 15 inaccessible freestanding fire alarm call box pedestals for \$12,000. | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| No impact on operating budget. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 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 21 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements. In FY18, ADA Capital expenditures included: Furnish specialized universal design playground equipment for \$23,000; Furnish accessible benches and other accessibility upgrades to Danehy Park for \$15,000; and Replace 15 inaccessible freestanding fire alarm call box pedestals for \$12,000.</p> | | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK PLAY AREA SHADE STRUCTURES

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|------------|--|------------|---|
| <p>In FY19, the allocation of \$50,000 will be used to install a semi-permanent shade canopy structure at a playground without natural shade. This will enable the public to enjoy the park during hot summer days.</p> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>There is minimal impact anticipated on the operating budget.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$50,000 | \$50,000 | \$0 | \$0 | \$0 | \$100,000 |
| GRAND TOTAL | \$50,000 | \$50,000 | \$0 | \$0 | \$0 | \$100,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Funding is expected to continue through FY20 with the anticipation of installing a semi-permanent shade canopy structure at an additional park.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>An allocation of \$50,000 in FY18 is being applied to installation of a shade structure at Greene-Rose Heritage Park.</p> | | |





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK SURFACING RESTORATION PROGRAM

| FY19 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 FY19, \$140,000 is allocated to repair the Peabody School playground.</p> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Regular upgrades will reduce routine maintenance costs. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$140,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$540,000 |
| GRAND TOTAL | \$140,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$540,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Future years' work will continue to resolve ongoing issues with rubber surface repairs. FY20 work addresses Cooper Park and Fletcher Maynard Playground. FY21 work will include Maple/Marie and Larch Road Parks. FY22 work will include Alden Playground and Gore Street Park. FY23 projects include Dana and Silva Parks.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>The FY18 allocation of \$150,000 is being applied to a restoration of the Corporal Burns Park in spring 2018.</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

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------|-----------|---|-----------|-----------|---|
| <p>Public Works began to implement a central control system for park and public area irrigation sites, water plays, and water fountains starting in FY17. 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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Public Works estimates that full program implementation, which includes all Public Works-maintained facilities and Danehy Park, will cost \$700,000 in total between FY17 and FY23. The total cost of system installation has increased by \$100,000 since last year's estimate due to unanticipated expenses for required upgrades of control cabinets needed to house new equipment.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>An FY17 allocation of \$100,000 and an FY18 allocation of \$100,000 have been used to install control equipment at a first group of parks.</p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|------|------|--|------|------|---|
| <p>The Agassiz program is an ongoing sewer separation and stormwater program. No funding is being appropriated in FY19.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Sewer Bond Proceeds | \$0 | \$0 | \$30,000,000 | \$0 | \$0 | \$30,000,000 |
| GRAND TOTAL | \$0 | \$0 | \$30,000,000 | \$0 | \$0 | \$30,000,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>FY21 funding will be used for the design and construction of sewer, stormwater, water, street, and sidewalk improvements on Kirkland Street and Roberts Road. Kirkland Street is a major connector for pedestrians and cyclists traveling to and from Harvard Square. A comprehensive community design process will be undertaken to develop the design of this key corridor.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>FY16 funding of \$2,910,000 supported the design and construction of Newport Road and Roseland Street.</p> <p><i>Photo: Kirkland Street</i></p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - ALEWIFE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|------|--------------|--|------|------|--|
| <p>Funding in FY20 will support the construction of a stormwater holding tank in conjunction with the Tobin School construction. This will reduce the flooding in the Vassal Lane / Standish Street area.</p> <p>The Alewife Preparedness Plan identified this storage tank to improve the resiliency of the Alewife neighborhood to climate change. As part of the recently completed sewer separation construction on Vassal Lane, the utilities were designed, so as to support the installation of this stormwater storage tank.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Sewer Bond Proceeds | \$0 | \$15,000,000 | \$0 | \$0 | \$0 | \$15,000,000 |
| GRAND TOTAL | \$0 | \$15,000,000 | \$0 | \$0 | \$0 | \$15,000,000 |
| FY20-FY23 FUNDING | | | | | | |
| After this initial allocation in FY20, no additional funding is anticipated. | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>Previous funding supported sewer separation in the Huron and Concord Avenue neighborhoods; construction of the Alewife Stormwater Wetlands; sewer separation in the Whittemore Avenue area; and the reconstruction of Fresh Pond Parkway.</p> <p><i>Photo: stormwater holding tank on Hovey Avenue.</i></p> | | | |


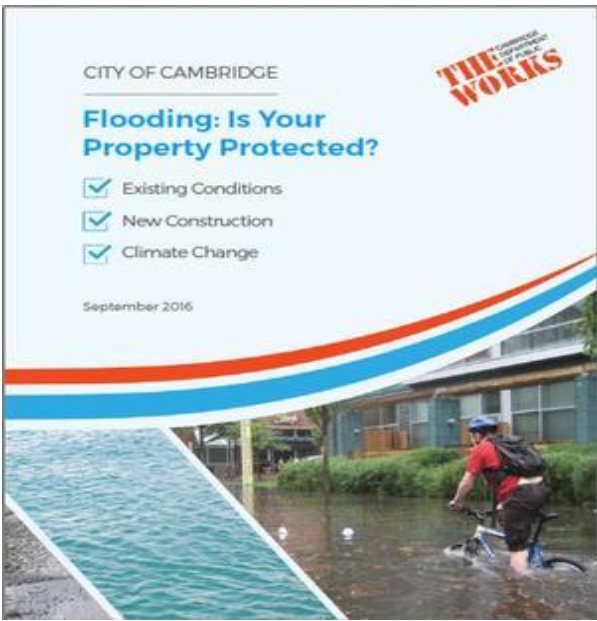
COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-------------|-------------|---|-------------|-------------|--|
| <p>An FY19 appropriation and bond authorization of \$5 million to the Capital Repairs Program will maintain the quality of the existing sewer and drain infrastructure throughout the city by completing 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Sewer Bond Proceeds | \$5,000,000 | \$5,000,000 | \$6,000,000 | \$6,000,000 | \$6,000,000 | \$28,000,000 |
| GRAND TOTAL | \$5,000,000 | \$5,000,000 | \$6,000,000 | \$6,000,000 | \$6,000,000 | \$28,000,000 |
| FY20-FY23 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. Lining contracts are continuing to structurally rehabilitate our older pipe segments.</p> | | | |


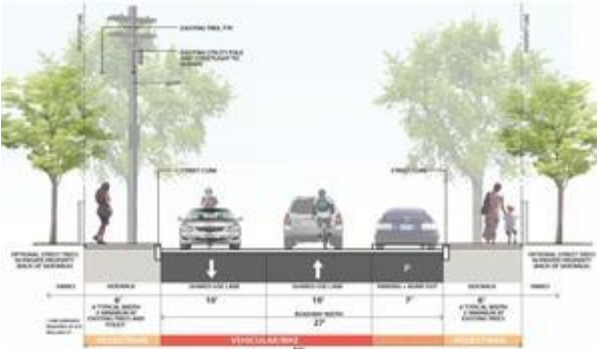
COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CLIMATE CHANGE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|--|-----------|-----------|--|
| <p>An FY19 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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 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, the ongoing Climate Change Preparedness and Resilience Plan, and the recently released FloodViewer Tool that allows property owners to look up flood projections for individual properties.</p> | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

| FY19 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Sewer Bond Proceeds | \$0 | \$0 | \$0 | \$0 | \$2,650,000 | \$2,650,000 |
| GRAND TOTAL | \$0 | \$0 | \$0 | \$0 | \$2,650,000 | \$2,650,000 |
| FY20-FY23 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 stormwater outfall, construct a new stormwater outfall at Willard Street, and reconstruct Willard Street between Mt. Auburn Street and Brattle Street.</p> <p><i>Image: Willard Street Design</i></p> | | |


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

| FY19 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Sewer Service Charges | \$1,250,000 | \$2,250,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$12,500,000 |
| GRAND TOTAL | \$1,250,000 | \$2,250,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$12,500,000 |
| FY20-FY23 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 section of sewer main on Mass. Ave. in Central Square (shown left).</p> | | |

COMMUNITY MAINTENANCE AND DEVELOPMENT


PUBLIC WORKS: SEWER/STORMWATER - RIVER STREET

| FY19 PROJECT DESCRIPTION | CITY COUNCIL GOALS |
|--|---|
| <p>An FY19 appropriation and bond authorization of \$34,000,000 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.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$18,000,000 | \$0 | \$0 | \$0 | \$0 | \$18,000,000 |
| Sewer Bond Proceeds | \$16,000,000 | \$0 | \$0 | \$0 | \$0 | \$16,000,000 |
| GRAND TOTAL | \$34,000,000 | \$0 | \$0 | \$0 | \$0 | \$34,000,000 |

| FY20-FY23 FUNDING |
|--|
| <p>No additional funding is anticipated.</p> |

| PROJECT VISUAL | STATUS OF PRIOR YEAR PROJECTS |
|---|---|
|  | <p>This project has not been previously funded.</p> |

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - THE PORT

| FY19 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 one million 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> <p>The FY19 appropriation will be used for the construction management of the first stormwater holding tank in the City's Parking Lot 6, the design and construction of the second stormwater holding tank in Clement Morgan Park and reconstruction of neighborhood streets and sidewalks.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
|---------------------|---------------------|------------|------------|------------|------------|---------------------|
| Sewer Bond Proceeds | \$40,000,000 | \$0 | \$0 | \$0 | \$0 | \$40,000,000 |
| GRAND TOTAL | \$40,000,000 | \$0 | \$0 | \$0 | \$0 | \$40,000,000 |

FY20-FY23 FUNDING

No additional funding is anticipated.

| PROJECT VISUAL | STATUS OF PRIOR YEAR PROJECTS |
|----------------|-------------------------------|
|----------------|-------------------------------|





Previous funding appropriations were for funding the design and construction of a stormwater holding tank in the City's parking lot on Bishop Allen Drive and the jacking of a 60" diameter pipe under the MBTA redline on Mass. Ave. to carry the stormwater to the Charles River via an existing drain line on Mass. Ave.

The image on the left shows the location of the stormwater holding tank currently under construction in the City's Parking Lot 6.

COMMUNITY MAINTENANCE AND DEVELOPMENT


PUBLIC WORKS: SOLID WASTE - PUBLIC AREA LITTER AND RECYCLING BIN IMPROVEMENT PROJECT

| FY19 PROJECT DESCRIPTION | CITY COUNCIL GOALS |
|---|--|
| <p>This funding will allow trash and recycling collection in public areas to be more efficient and to improve the appearance of commercial areas. Big Belly bins are dual-purpose public receptacles; one side is a solar-powered trash compactor and the other is a single-stream recycling receptacle. These bins have been very popular and make collection and disposal more efficient.</p> <p>The FY19 request will fund 10 paired bins.</p> |   |

| IMPACT ON OPERATING BUDGET |
|--|
| <p>These bins compact trash, they need to be emptied less frequently than traditional trash bins. They also transmit data about fullness levels, notifying staff when specific bins need to be emptied. This enables less frequent service by City staff and vehicles, reducing operating costs for collection as more bins are installed across the city over time.</p> |





| 5-YEAR APPROPRIATION PLAN | | | | | | |
|---------------------------|----------|----------|----------|----------|----------|-----------|
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$25,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$225,000 |
| GRAND TOTAL | \$25,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$225,000 |

| FY20-FY23 FUNDING |
|---|
| <p>Public Works requests an annual allocation from FY20-FY23 to continue to implement this program.</p> |

| PROJECT VISUAL | STATUS OF PRIOR YEAR PROJECTS |
|---|---|
|  | <p>The use of Big Belly receptacles has made our streets cleaner and less unsightly. The pairing of trash and recycling bins helps increase waste diversion, which ultimately helps Cambridge reach its goal of 30% reduction in trash by 2020.</p> |

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - CENTRAL SQUARE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------|------|------|--|-------------|---|
| <p>A FY23 and FY24 appropriation and bond authorization will support the design of surface enhancements and sewer and drainage infrastructure improvements on Mass. Ave. between Inman Street and Sidney Street. Project improvements will include rehabilitation of City utilities (sewer, drain, and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new street trees, an enhanced bicycle facility, enhanced transit amenities for the key bus stops along the corridor, and will be integrated with the River Street and Carl Barron Plaza improvements. A comprehensive community design process will be undertaken to develop the design of this key corridor.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Continued investment in infrastructure reduces the need for emergency repairs, saving on operating costs. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$0 | \$0 | \$0 | \$0 | \$2,000,000 | \$2,000,000 |
| Sewer Bond Proceeds | \$0 | \$0 | \$0 | \$0 | \$1,000,000 | \$1,000,000 |
| GRAND TOTAL | \$0 | \$0 | \$0 | \$0 | \$3,000,000 | \$3,000,000 |
| FY20-FY23 FUNDING | | | | | | |
| An FY23 appropriation and bond authorization of \$3,000,000 will support the design. An FY24 appropriation and bond authorization of \$20,000,000 will support the construction. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | This project has not been previously funded. | | |

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

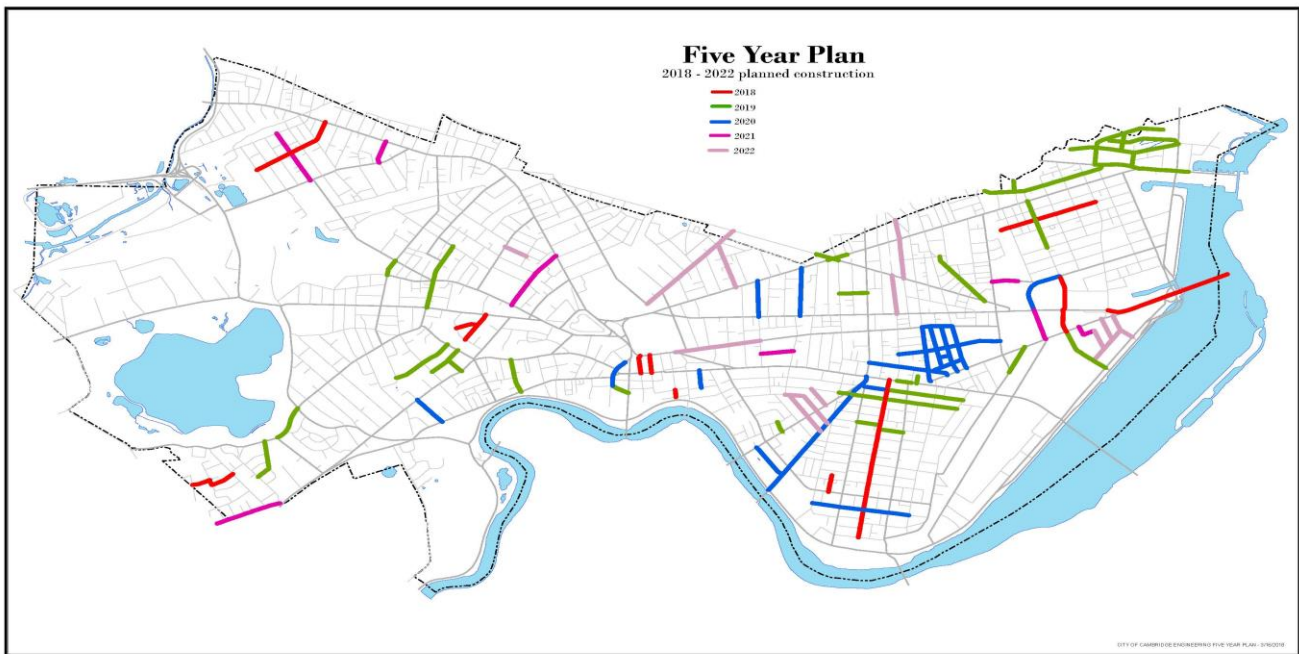
| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|--------------------|--------------------|--------------------|--|--------------------|---|
| <p>These funds support the Complete Streets and Miscellaneous Sidewalk Programs. Priority is placed on locations where the street, sidewalk, and 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 and supporting the City's commitment to Vision Zero.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$3,000,000 | \$4,000,000 | \$3,000,000 | \$4,000,000 | \$3,000,000 | \$17,000,000 |
| Chapter 90 | \$2,599,493 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$12,599,493 |
| Property Taxes | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| Sidewalk Revenues | \$51,113 | \$0 | \$0 | \$0 | \$0 | \$51,113 |
| Street Preservation Offset Fund | \$335,019 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,135,019 |
| GRAND TOTAL | \$6,135,625 | \$6,850,000 | \$5,850,000 | \$6,850,000 | \$5,850,000 | \$31,535,625 |
| FY20-FY23 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 FY18, \$7,089,541 was appropriated for street and sidewalk work throughout the city.</p> | | |

COMMUNITY MAINTENANCE AND DEVELOPMENT

ADDITIONAL PROJECT INFORMATION





FY19 Complete Streets Construction Projects include:

| STREETS AND SIDEWALKS | | | |
|---|-------------------|-----------------|--------------------|
| STREET | FROM | TO | COST |
| Bike/Pedestrian Infrastructure (Inman Square) | | | \$1,000,000 |
| Bishop Allen Drive | Columbia | Douglass | \$302,888 |
| Cemetery-5 Year Street and Drainage Plan | | | \$100,000 |
| Chestnut Street Design | Sidney | Pleasant | \$150,000 |
| Dodge Street | Western Ave. | Callendar | \$300,000 |
| Green Street | Pearl | Landsdowne | \$1,546,605 |
| Highland Street Construction | Reservoir | Sparks | \$950,000 |
| Huron Avenue | Raymond | Concord | \$650,000 |
| Main Street | Longfellow Bridge | Third | \$400,000 |
| Rufo Road | Gore | Somerville Line | \$200,000 |
| Miscellaneous Sidewalks | | | \$536,132 |
| TOTAL COST | | | \$6,135,625 |





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - HARVARD SQUARE KIOSK AND PLAZA AND SURFACE ENHANCEMENTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------|-------------|------|---|------|---|
| <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> <p>This project will renovate the Harvard Square Kiosk to 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 and the Eliot Street Loop will be reconstructed to make it more inviting, enhance pedestrian usage, improve accessibility and improve conditions for people biking and taking buses.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$0 | \$4,000,000 | \$0 | \$0 | \$0 | \$4,000,000 |
| GRAND TOTAL | \$0 | \$4,000,000 | \$0 | \$0 | \$0 | \$4,000,000 |
| FY20-FY23 FUNDING | | | | | | |
| FY20 funding will support the construction of the Harvard Square Kiosk, Plaza and Eliot Street Surface improvements. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>In FY16 and FY17, a total of \$4,600,000 was appropriated for the design and construction of the Kiosk renovations and Plaza reconstruction.</p> | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------------------|------------------|---|------------------|------------------|---|
| <p>FY19 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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Future year funding will continue the EAB treatment program.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>In FY18, \$100,000 was appropriated to fund the EAB treatment program.</p> | | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - PARK AND CEMETERY TREE PRUNING

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|-----------|--|-----------|---|
| <p>This allocation will fund an ongoing program to perform structural pruning of trees in City parks and at the Cambridge Cemetery. The emphasis is on overall maintenance of tree health and hazard elimination. The funds will be used for hazard tree removal and allow a pruning cycle of approximately eight years.</p> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Preventative maintenance programs reduce emergency service needs and promote better tree health. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$125,000 | \$525,000 |
| GRAND TOTAL | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$125,000 | \$525,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future funding will be used to continue park and cemetery tree pruning. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>In FY18, \$100,000 was appropriated to fund park and cemetery tree pruning.</p> | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - PUBLIC SHADE TREE INVESTMENT PROGRAM

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------------------|------------------|------------------|--|------------------|---|
| <p>The property tax allocation for this project has been increased by \$25,000 in FY19. The FY19 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$125,000 | \$125,000 | \$125,000 | \$125,000 | \$150,000 | \$650,000 |
| Tree Program Revenues | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$125,000 |
| GRAND TOTAL | \$250,000 | \$125,000 | \$125,000 | \$125,000 | \$150,000 | \$775,000 |
| FY20-FY23 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>\$325,000 in tree program revenue and \$100,000 in property taxes was funded in FY18 and contracts are ongoing.</p> | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND MASTER PLAN IMPLEMENTATION

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|--|-----------|-----------|---|
| <p>FY19 funds will be used for various Fresh Pond Reservation priorities and will continue to be implemented from the Fresh Pond Master Plan including Weir Meadow Perimeter Road design, Black's Nook In-Lake Assessment and a Pine Forest Study.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 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 planting and fencing at Cambridge Greenway, and perimeter road design.</p> | | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND RESERVATION MAJOR PROJECTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|------------------|------------------|----------------------------------|------------------|---|
| In FY19 these funds will be used to purchase electric landscaping equipment and an O2 composter. | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| This project will not impact the operating budget | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$30,000 | \$250,000 | \$500,000 | \$500,000 | \$500,000 | \$1,780,000 |
| GRAND TOTAL | \$30,000 | \$250,000 | \$500,000 | \$500,000 | \$500,000 | \$1,780,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future projects include paving the perimeter road with ADA compliant material, Fresh Pond professional signage upgrades, and Fresh Pond circulation & access construction | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | There was no allocation in FY18. | | |



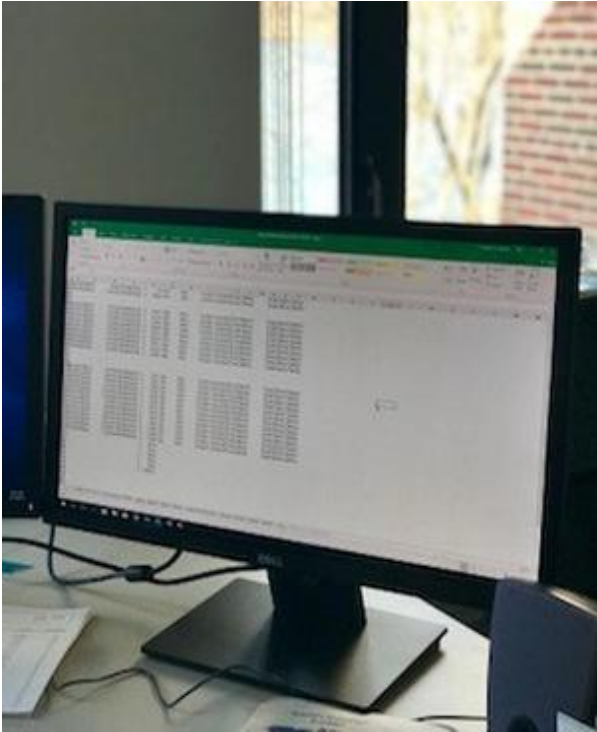
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: HYDROELECTRIC RENEWABLE ENERGY GENERATION

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|------|------|---------------------------------|------|---|
| FY19 funds will be used to design hydroelectric energy generation at the Weir Chamber in Fresh Pond and downstream of the Stony Brook dam. | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| This project will not impact the operating budget. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$75,000 | \$0 | \$0 | \$0 | \$0 | \$75,000 |
| GRAND TOTAL | \$75,000 | \$0 | \$0 | \$0 | \$0 | \$75,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future funding will be determined based on the design results. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | There was no allocation in FY18 | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: PC UPGRADES

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|----------|---|----------|----------|--|
| FY19 funds will be used to replace personal computers (PCs) and other IT equipment at the Water Department. | | | | | |   |
| 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$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 |
| FY20-FY23 FUNDING | | | | | | |
| Future funds will be used to upgrade PCs and fulfill other IT needs of the 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

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------------------|------------------|------------------|---|------------------|---|
| FY19 funds will be used to repair Hobbs Dam Slope/Winter Street drainage, removing vegetation from City-owned easements and Phase 1 Dam Inspections | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| There is no anticipated impact on the operating budget. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$330,000 | \$300,000 | \$230,000 | \$175,000 | \$300,000 | \$1,335,000 |
| GRAND TOTAL | \$330,000 | \$300,000 | \$230,000 | \$175,000 | \$300,000 | \$1,335,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future funding will be used to continue Phase 1 Dam Inspections, removing vegetation from City-owned easements, and develop Stony Brook spillway upsizing alternatives. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>Prior year funds were used to support watershed land surveying and manage encroachments removing vegetation from City-owned easements.</p> | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------------------|------------------|------------------|--|------------|---|
| FY19 funds will be used to cover the costs of maintenance/reporting for the United States Geological Survey (USGS) reservoir gaging stations located upcountry. | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| USGS will contribute funds for maintenance/reporting on the reservoir gaging stations, reducing operating costs for the Water Department. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$0 | \$800,000 |
| GRAND TOTAL | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$0 | \$800,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future funds will be used to cover maintenance for the reservoir gaging weather station located upcountry. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | Prior year funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry. | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER FACILITY UPGRADES

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|----------|----------|--|----------|----------|--|
| FY19 funds will be used for remote site security, HVAC spare parts and to conduct a roof inspection of the Treatment plant. | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Planned facility upgrades reduce the need for costly emergency repairs. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$26,000 | \$26,000 | \$26,000 | \$75,000 | \$75,000 | \$228,000 |
| GRAND TOTAL | \$26,000 | \$26,000 | \$26,000 | \$75,000 | \$75,000 | \$228,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future funding will be used for additional remote site security as well as HVAC facility improvements. | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | There were no funds allocated for FY18 | | | |




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER METER REPLACEMENT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|-----------|--|------|--|
| <p>FY19 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. Replacing MTUs allows us to provide water bills using actual reads.</p> | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>There is no impact on the operating budget.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$0 | \$800,000 |
| GRAND TOTAL | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$0 | \$800,000 |
| FY20-FY23 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 TREATMENT PLANT EQUIPMENT & SYSTEMS UPGRADES

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------|-----------|-----------|--|-----------|--|
| <p>This project will fund Water Plant instrumentation replacement, high lift pump rebuild, Hypo bulk tank replacement, SCADA upgrade, DAF Recirculation Pump Replacement, GC/MS (organics) instrument replacement, and Chlorate control.</p> | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>Planned maintenance and replacement of Water Plant equipment reduces the need for costly emergency repairs.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$725,000 | \$430,000 | \$430,000 | \$520,000 | \$520,000 | \$2,625,000 |
| GRAND TOTAL | \$725,000 | \$430,000 | \$430,000 | \$520,000 | \$520,000 | \$2,625,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Future funds will be used for plant instrumentation replacement, process control/regulatory support, engineering services/DEP permitting, lab equipment replacement, PLC upgrade/replacement, and high lift pump rebuilding.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>There was no allocation in FY18</p> | | |


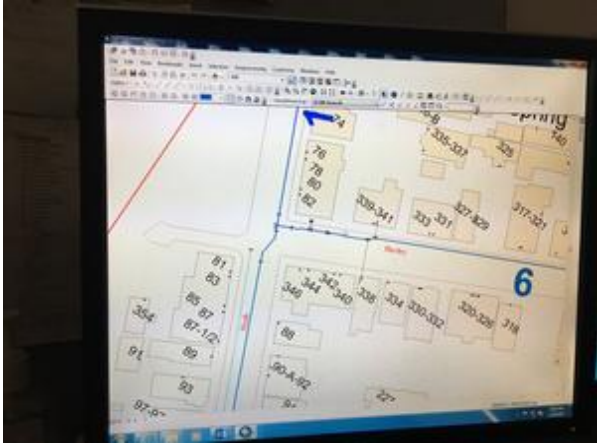
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER WORKS CONSTRUCTION

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|--------------------|--------------------|---|--------------------|--------------------|---|
| <p>FY19 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, 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 | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$1,426,000 | \$3,411,000 | \$3,491,000 | \$3,257,000 | \$3,532,000 | \$15,117,000 |
| GRAND TOTAL | \$1,426,000 | \$3,411,000 | \$3,491,000 | \$3,257,000 | \$3,532,000 | \$15,117,000 |
| FY20-FY23 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, Richdale Avenue, Kenwood Street and Allen Street.</p> | | | |



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATERSHED CONSULTING SERVICES

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------|-----------|-----------|---------------------------------|----------|---|
| FY19 funds will be used to support the DEP Source Water Protection Plan for Cartograph Asset system support, USGS equipment, GIS mapping and analysis, distribution hydraulic model updates and specialized site plan review. | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Services will have no impact on the operating budget. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Water Service Charges | \$118,000 | \$143,000 | \$143,000 | \$78,000 | \$78,000 | \$560,000 |
| GRAND TOTAL | \$118,000 | \$143,000 | \$143,000 | \$78,000 | \$78,000 | \$560,000 |
| FY20-FY23 FUNDING | | | | | | |
| Future projects include the continuation of incorporating improvements from the DEP Source Water Protection Plan, GIS mapping and analysis, distribution hydraulic model updates and specialized site plan review. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | No funds were allocated in FY18 | | |

HUMAN RESOURCE DEVELOPMENT


HUMAN SERVICES: DANEHY PARK BENCH AND TABLE REPLACEMENT

| FY19 PROJECT DESCRIPTION | CITY COUNCIL GOALS |
|--|--|
| <p>In FY19, the appropriation of \$60,000 will be used to replace wooden benches and tables in Danehy Park, St. Peters Field, and Rothlisberger Field with powder coated metal benches. \$15,000 was made available in the FY18 ADA capital appropriation for this project and should be used, with other funding, for this project.</p> |   |

| IMPACT ON OPERATING BUDGET |
|--|
| <p>Due to weather, vandalism, and trends in cross training our benches and tables have reached their useful life. Keeping up with both aesthetics and safe use across our park is a challenge that carries significant cost in supplies and labor. Staff has to consistently purchase, paint, reshape and replace more than 76 combined units. Powder coated metal benches are rated for 30 years. Using this type of material would allow our park staff to refocus their effort on a growing demand for the park and would also enhance user experience greatly.</p> |



| 5-YEAR APPROPRIATION PLAN | | | | | | |
|---------------------------|-----------------|-----------------|------------------|------------|------------|------------------|
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$60,000 | \$73,000 | \$178,000 | \$0 | \$0 | \$311,000 |
| GRAND TOTAL | \$60,000 | \$73,000 | \$178,000 | \$0 | \$0 | \$311,000 |

| FY20-FY23 FUNDING |
|--|
| <p>Funding in FY20 and FY21 will be used to continue replacing benches and tables.</p> |

| PROJECT VISUAL | STATUS OF PRIOR YEAR PROJECTS |
|---|---|
|  | <p>This project was not funded in previous year(s).</p> |





HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DANEHY PARK MAINTENANCE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|-----------------|--|-----------------|---|
| <p>FY19 funding will support annual Danehy Park infrastructure repairs and renovations, including boundary and athletic program protections. \$37,000 in FY19 to accommodate displaced groups from Russell Field Re-Turf Project.</p> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>These projects will reduce yearly operating and maintenance costs.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$37,000 | \$37,000 | \$37,000 | \$37,000 | \$62,000 | \$210,000 |
| GRAND TOTAL | \$37,000 | \$37,000 | \$37,000 | \$37,000 | \$62,000 | \$210,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Future funding will be used to maintain Danehy Park and the increased cost of capital improvements due to inflation and aging park features.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 funding was used to renovate bathrooms in the comfort station and enhance protection to abutters from sports related damage.</p> | | |





HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|--|-----------------|-----------------|---|
| <p>FY19 allocation of \$20,000 for the Fresh Pond Golf Course will be used for land and irrigation improvements, drainage issues, and improvements to maintenance building.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>Projects should reduce the costs of repair and maintenance calls while keeping up with user load and enhancing natural setting.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Golf Course revenues will be allocated annually for improvement projects.</p> | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | <p>Prior year funding was used to improve land conditions at the Fresh Pond Golf Course.</p> | | | |





HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: HUMAN SERVICES BUILDINGS REPAIRS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|----------|----------|----------|--|----------|---|
| <p>FY19 money will be used to revitalize the basement of the Moses Youth Center. The space is used for CYP programming. These projects will demonstrate institutional support of CYP's commitment to foster social change through its investment in young people.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>This project should reduce need for replacement furnishings.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$30,000 | \$25,000 | \$25,000 | \$25,000 | \$50,000 | \$155,000 |
| GRAND TOTAL | \$30,000 | \$25,000 | \$25,000 | \$25,000 | \$50,000 | \$155,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Funding in the out years will be used to maintain Human services buildings as needed.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>This item has been funded in prior years and used to revitalize several youth centers, and office spaces.</p> | | |






HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: SCREEN ON THE GREEN REPLACEMENT

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|----------|------|------|---|------|---|
| <p>The FY19 appropriation of \$30,000 will be used to replace a large screen heavily used by multiple City entities to ensure quality broadcasting and lessen the risk of interruption of programming due to system failures.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>This will eliminate the ongoing repair to the existing system and potential rental fees in the event of emergency.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$30,000 | \$0 | \$0 | \$0 | \$0 | \$30,000 |
| GRAND TOTAL | \$30,000 | \$0 | \$0 | \$0 | \$0 | \$30,000 |
| FY20-FY23 FUNDING | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>This project was not proposed or funded last year.</p> | | |





HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER MAINTENANCE

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|-----------------|---|-----------------|-----------------|--|
| FY19 funding will be used to replace larger pool systems, structures and equipment at the War Memorial Recreation Center. | | | | | |     |
| IMPACT ON OPERATING BUDGET | | | | | | |
| Upgrades and repair will ensure program demand can be met without significant increases in operating costs or interruptions in revenue. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| Future funding will support continued maintenance of the War Memorial Recreation Center. | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | This project was funded in previous years. Funding was used for large filter replacement, structural assessment, and pool system equipment. | | | |




HUMAN RESOURCE DEVELOPMENT

LIBRARY: MAIN LIBRARY BUILDING REPAIRS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|-----------------|-----------------|-----------------|---|-----------------|---|
| <p>The beautiful Main Library continues to experience peak demand over the weekends. The Library will use FY19 funds for various repairs and improvements to maintain the facility and ensure smooth operations for patrons.</p> | | | | | |    |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>This project will not impact the operating budget.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$50,000 | \$150,000 |
| GRAND TOTAL | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$50,000 | \$150,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Annual allocations will be used to maintain the Main Library building.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 funds were used to complete the connector space on the second floor (<i>pictured left</i>) and to purchase a Mamava lactation pod for breastfeeding moms.</p> | | |

HUMAN RESOURCE DEVELOPMENT

LIBRARY: MAIN LIBRARY WINDOW WALL REPAIRS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|-----------------|------------|---|------------|------------|--|
| The FY19 appropriation of \$56,000 will be used to repair fabric shades and thoroughly clean interior of double-skin window wall. | | | | | |   |
| IMPACT ON OPERATING BUDGET | | | | | | |
| This will have a minimal impact on the operating budget. | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Property Taxes | \$56,000 | \$0 | \$0 | \$0 | \$0 | \$56,000 |
| GRAND TOTAL | \$56,000 | \$0 | \$0 | \$0 | \$0 | \$56,000 |
| FY20-FY23 FUNDING | | | | | | |
| No future funding is anticipated. | | | | | | |
| PROJECT VISUAL | | | STATUS OF PRIOR YEAR PROJECTS | | | |
|  | | | There was no prior year funding for this project. | | | |



EDUCATION

SCHOOL: BOILER REPLACEMENT/GAS CONVERSION AND OTHER BUILDING REPAIRS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|---|------------------|------------------|------------------|--|------------------|---|
| <p>Cambridge Public schools has been replacing boilers throughout the district to increase functionality and energy efficiency. The FY19 appropriation and bond authorization of \$650,000 will be used to replace the Solomon Building CRLS boiler from oil to high efficiency gas unit. In addition to upgrading the boiler a portion of the FY19 appropriation will also be used to integrate the paging system in the Cambridge Rindge and Latin School (CRLS) with the Solomon building and upgrade the fire alarm system in the Peabody School.</p> | | | | | |  |
| IMPACT ON OPERATING BUDGET | | | | | | |
| <p>A new boiler should bring energy savings to the School Department.</p> | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$650,000 | \$650,000 | \$650,000 | \$650,000 | \$650,000 | \$3,250,000 |
| GRAND TOTAL | \$650,000 | \$650,000 | \$650,000 | \$650,000 | \$650,000 | \$3,250,000 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Future funds will be used to replace one school boiler per year as well as to provide funds for school building repairs.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>FY18 allocation of \$500,000 was used to replace the Amigos School boiler in the summer of 2017. FY17 allocation of \$500,000 was used to replace the boiler at the Fletcher Maynard Academy. FY16 allocation was used to replace the boiler at the Baldwin School. The FY15 allocation was used to replace the boilers at Graham and Parks School.</p> | | |


EDUCATION

SCHOOL: FURNITURE REPLACEMENTS/SCHOOL FACILITIES REPAIRS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|----------|----------|----------|--|----------|---|
| <p>FY19 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. Replacing a number of classrooms simultaneously allows for more efficient purchasing, uniformity of equipment, and a more favorable learning environment for all students.</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 | FY19 | FY20 | FY21 | FY22 | FY23 | 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 |
| FY20-FY23 FUNDING | | | | | | |
| <p>Future allocations will continue to address school facility maintenance needs.</p> | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>In FY18, \$50,000 was replace aging desks, chairs and tables for one on one teaching space.</p> | | |

EDUCATION

SCHOOL: TOBIN AND VASSAL LANE UPPER SCHOOLS

| FY19 PROJECT DESCRIPTION | | | | | | CITY COUNCIL GOALS |
|--|------------|---------------------|----------------------|---|------------|----------------------|
| No funding is requested in FY19. | | | | | | 🔑 |
| IMPACT ON OPERATING BUDGET | | | | | | |
| N/A | | | | | | |
| 5-YEAR APPROPRIATION PLAN | | | | | | |
| FUNDING SOURCE | FY19 | FY20 | FY21 | FY22 | FY23 | TOTAL |
| Bond Proceeds | \$0 | \$10,000,000 | \$220,000,000 | \$0 | \$0 | \$230,000,000 |
| GRAND TOTAL | \$0 | \$10,000,000 | \$220,000,000 | \$0 | \$0 | \$230,000,000 |
| FY20-FY23 FUNDING | | | | | | |
| Funds will be used for design and construction services for the Tobin and Vassal Lane Upper Schools. | | | | | | |
| PROJECT VISUAL | | | | STATUS OF PRIOR YEAR PROJECTS | | |
|  | | | | <p>Currently, the City is engaging in a feasibility study. Based on this information, a process to determine the scope of the project, as well as cost will be defined more fully. The amounts listed are estimates for planning purposes only.</p> | | |

SECTION VII

APPROPRIATION ORDERS

APPROPRIATION ORDERS - OPERATING EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
ADOPTED MAY 21, 2018

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2018

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 | \$1,215,990 | \$116,110 | \$4,420 | | \$1,336,520 | | \$1,336,520 |
| City Council | \$1,840,725 | \$49,400 | \$72,700 | | \$1,962,825 | | \$1,962,825 |
| Election Commission | \$1,226,785 | \$248,130 | \$2,270 | | \$1,477,185 | | \$1,477,185 |
| Employee Benefits | \$32,530,565 | \$903,600 | \$30,000 | | \$33,464,165 | | \$33,464,165 |
| Executive | \$2,377,215 | \$962,800 | \$51,550 | | \$3,391,565 | | \$3,391,565 |
| Finance | \$13,412,495 | \$5,385,210 | \$323,725 | \$62,800 | \$19,184,230 | | \$19,184,230 |
| General Services | \$273,590 | \$378,500 | | | \$652,090 | | \$652,090 |
| Law | \$1,894,040 | \$470,400 | \$214,245 | | \$2,578,685 | | \$2,578,685 |
| Mayor | \$549,745 | \$146,130 | \$29,500 | | \$725,375 | | \$725,375 |
| Public Celebrations | \$639,235 | \$427,650 | \$1,325 | | \$1,068,210 | | \$1,068,210 |
| Reserve | | \$40,000 | | | \$40,000 | | \$40,000 |
| Total | \$55,960,385 | \$9,127,930 | \$729,735 | \$62,800 | \$65,880,850 | | \$65,880,850 |
| PUBLIC SAFETY | | | | | | | |
| Animal Commission | \$448,700 | \$18,305 | \$150 | | \$467,155 | | \$467,155 |
| Electrical | \$1,864,730 | \$1,006,460 | \$5,170 | \$50,000 | \$2,926,360 | | \$2,926,360 |
| Emergency Comm. | \$6,850,865 | \$482,610 | \$55,850 | \$57,600 | \$7,446,925 | | \$7,446,925 |
| Fire | \$48,503,630 | \$1,455,600 | \$609,500 | \$145,000 | \$50,713,730 | | \$50,713,730 |
| Inspectional Services | \$3,522,285 | \$164,680 | \$10,425 | \$10,000 | \$3,707,390 | | \$3,707,390 |
| License Commission | \$1,281,135 | \$35,040 | \$7,530 | | \$1,323,705 | | \$1,323,705 |
| Police | \$55,987,075 | \$2,186,185 | \$382,500 | \$635,500 | \$59,191,260 | | \$59,191,260 |
| PRAB | | \$700 | \$3,000 | | \$3,700 | | \$3,700 |
| Traffic, Parking & Transportation | \$9,135,915 | \$4,167,040 | \$61,000 | \$90,000 | \$13,453,955 | | \$13,453,955 |
| Weights & Measures | \$147,000 | \$6,280 | \$3,745 | | \$157,025 | | \$157,025 |
| Total | \$127,741,335 | \$9,522,900 | \$1,138,870 | \$988,100 | \$139,391,205 | | \$139,391,205 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT | | | | | | | |
| Cable Television | \$603,915 | \$1,095,970 | \$3,450 | | \$1,703,335 | | \$1,703,335 |
| Community Dev. | \$7,871,185 | \$1,831,190 | \$51,845 | \$50,000 | \$9,804,220 | | \$9,804,220 |
| Debt Service | | \$500,000 | | \$65,908,530 | \$66,408,530 | | \$66,408,530 |
| Historical Comm. | \$668,620 | \$36,750 | \$1,200 | | \$706,570 | | \$706,570 |

APPROPRIATION ORDERS - OPERATING EXPENDITURES

| DEPARTMENT | SALARIES & WAGES | OTHER ORDINARY MAINT. | TRAVEL & TRAINING | EXTRA-ORDINARY EXPENSES | CITY APPROPRIATION | STATE ASSESSMENT | GRAND TOTAL |
|-----------------------------------|------------------|-----------------------|-------------------|-------------------------|--------------------|------------------|---------------|
| Peace Commission | \$150,885 | \$9,325 | \$2,850 | | \$163,060 | | \$163,060 |
| Public Works | \$26,129,100 | \$15,308,240 | \$155,930 | \$600,000 | \$42,193,270 | | \$42,193,270 |
| Total | \$35,423,705 | \$18,781,475 | \$215,275 | \$66,558,530 | \$120,978,985 | | \$120,978,985 |
| HUMAN RESOURCE DEVELOPMENT | | | | | | | |
| Comm. on Women | \$263,940 | \$10,035 | \$525 | | \$274,500 | | \$274,500 |
| Human Rights Comm. | \$441,410 | \$48,100 | \$1,700 | | \$491,210 | | \$491,210 |
| Human Services | \$26,896,475 | \$6,597,115 | \$89,760 | \$40,000 | \$33,623,350 | | \$33,623,350 |
| Library | \$8,270,170 | \$2,977,840 | \$77,150 | | \$11,325,160 | | \$11,325,160 |
| Veterans' Services | \$373,570 | \$64,800 | \$788,000 | | \$1,226,370 | | \$1,226,370 |
| Total | \$36,245,565 | \$9,697,890 | \$957,135 | \$40,000 | \$46,940,590 | | \$46,940,590 |
| CITY TOTAL | \$255,370,990 | \$47,130,195 | \$3,041,015 | \$67,649,430 | \$373,191,630 | | \$373,191,630 |
| EDUCATION | | | | | | | |
| Education | \$157,157,000 | \$32,782,220 | \$880,985 | \$249,300 | \$191,069,505 | | \$191,069,505 |
| Total | \$157,157,000 | \$32,782,220 | \$880,985 | \$249,300 | \$191,069,505 | | \$191,069,505 |
| INTERGOVERNMENTAL | | | | | | | |
| Cambridge Health Alliance | | \$7,250,000 | | | \$7,250,000 | | \$7,250,000 |
| Cherry Sheet | | | | | | \$25,257,870 | \$25,257,870 |
| MWRA | | \$25,708,250 | | | \$25,708,250 | | \$25,708,250 |
| Total | | \$32,958,250 | | | \$32,958,250 | \$25,257,870 | \$58,216,120 |
| GRAND TOTALS | \$412,527,990 | \$112,870,665 | \$3,922,000 | \$67,898,730 | \$597,219,385 | \$25,257,870 | \$622,477,255 |

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 | | \$1,020,720 | \$1,336,520 |
| City Council | | | \$14,110 | | | \$1,948,715 | \$1,962,825 |
| Election Commission | \$700 | | \$82,250 | | | \$1,394,235 | \$1,477,185 |
| Employee Benefits | | | \$12,987,285 | | \$12,100,000 | \$8,376,880 | \$33,464,165 |
| Executive | \$40,000 | \$215,000 | \$163,865 | | | \$2,972,700 | \$3,391,565 |
| Finance | \$558,950 | | \$595,650 | | \$1,610,000 | \$16,419,630 | \$19,184,230 |
| General Services | | \$4,000 | \$94,825 | | | \$553,265 | \$652,090 |
| Law | | \$97,500 | \$50,000 | \$2,500 | | \$2,428,685 | \$2,578,685 |
| Mayor | | | \$32,000 | | | \$693,375 | \$725,375 |
| Public Celebrations | | | \$31,420 | \$9,520 | | \$1,027,270 | \$1,068,210 |
| Reserve | | | | | | \$40,000 | \$40,000 |
| Total | \$856,150 | \$316,500 | \$14,070,705 | \$52,020 | \$13,710,000 | \$36,875,475 | \$65,880,850 |
| PUBLIC SAFETY | | | | | | | |
| Animal Commission | \$10,000 | \$2,000 | | \$50,000 | | \$405,155 | \$467,155 |
| Electrical | \$820,000 | | \$207,865 | \$22,935 | \$30,000 | \$1,845,560 | \$2,926,360 |
| Emergency Comm. | | | | | | \$7,446,925 | \$7,446,925 |
| Fire | \$983,000 | \$4,000 | | \$105,000 | \$12,000 | \$49,609,730 | \$50,713,730 |
| Inspectional Services | \$116,500 | | | \$16,254,700 | \$103,500 | (\$12,767,310) | \$3,707,390 |
| License Commission | \$18,050 | \$6,500 | \$54,000 | \$2,181,080 | | (\$935,925) | \$1,323,705 |
| Police | \$1,547,355 | \$2,939,425 | \$856,605 | \$125,865 | \$55,000 | \$53,667,010 | \$59,191,260 |
| PRAB | | | | | | \$3,700 | \$3,700 |
| Traffic, Parking & Transportation | \$6,537,340 | \$5,994,115 | | \$752,500 | \$170,000 | | \$13,453,955 |
| Weights & Measures | \$33,000 | \$1,000 | \$17,925 | | | \$105,100 | \$157,025 |
| Total | \$10,065,245 | \$8,947,040 | \$1,136,395 | \$19,492,080 | \$370,500 | \$99,379,945 | \$139,391,205 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT | | | | | | | |
| Cable Television | \$1,451,945 | | | | | \$251,390 | \$1,703,335 |
| Community Dev. | \$503,145 | \$140,000 | \$740,470 | \$55,000 | \$94,645 | \$8,270,960 | \$9,804,220 |
| Debt Service | \$24,463,460 | | \$44,375 | | \$3,500,000 | \$38,400,695 | \$66,408,530 |
| Historical Comm. | | | | | \$2,225 | \$704,345 | \$706,570 |
| Peace Commission | | | \$23,450 | | | \$139,610 | \$163,060 |
| Public Works | \$6,936,390 | \$1,058,195 | \$1,316,060 | \$654,000 | \$878,155 | \$31,350,470 | \$42,193,270 |
| Total | \$33,354,940 | \$1,198,195 | \$2,124,355 | \$709,000 | \$4,475,025 | \$79,117,470 | \$120,978,985 |
| HUMAN RESOURCE DEVELOPMENT | | | | | | | |
| Comm. on Women | | | \$9,960 | | | \$264,540 | \$274,500 |
| Human Rights Comm. | | | | | | \$491,210 | \$491,210 |
| Human Services | \$4,301,275 | | \$619,070 | | | \$28,703,005 | \$33,623,350 |

APPROPRIATION ORDERS - OPERATING REVENUES

| DEPARTMENT | CHARGES FOR SERVICES | FINES & FORFEITS | INTER-GOVT. REVENUE | LICENSES & PERMITS | MISC.-REVENUE | TAXES | GRAND TOTAL |
|---------------------------|----------------------|------------------|---------------------|--------------------|---------------|---------------|---------------|
| Library | | \$65,000 | \$439,040 | | | \$10,821,120 | \$11,325,160 |
| Veterans' Services | | | \$438,060 | | | \$788,310 | \$1,226,370 |
| Total | \$4,301,275 | \$65,000 | \$1,506,130 | | | \$41,068,185 | \$46,940,590 |
| CITY TOTAL | \$48,577,610 | \$10,526,735 | \$18,837,585 | \$20,253,100 | \$18,555,525 | \$256,441,075 | \$373,191,630 |
| EDUCATION | | | | | | | |
| Education | \$75,000 | \$100,000 | \$22,604,945 | | \$200,000 | \$168,089,560 | \$191,069,505 |
| Total | \$75,000 | \$100,000 | \$22,604,945 | | \$200,000 | \$168,089,560 | \$191,069,505 |
| INTERGOVERNMENTAL | | | | | | | |
| Cambridge Health Alliance | | | | | | \$7,250,000 | \$7,250,000 |
| Cherry Sheet | \$481,300 | | \$7,426,480 | | | \$17,350,090 | \$25,257,870 |
| MWRA | \$25,708,250 | | | | | | \$25,708,250 |
| Total | \$26,189,550 | | \$7,426,480 | | | \$24,600,090 | \$58,216,120 |
| GRAND TOTALS | \$74,842,160 | \$10,626,735 | \$48,869,010 | \$20,253,100 | \$18,755,525 | \$449,130,725 | \$622,477,255 |

APPROPRIATION ORDERS - WATER FUND

CITY COUNCIL, CITY OF CAMBRIDGE
ADOPTED MAY 21, 2018

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2018

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 | \$7,306,355 | \$3,902,415 | \$86,580 | \$2,678,505 | \$13,973,855 | | \$13,973,855 |

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 | \$13,973,855 | | | | | | \$13,973,855 |

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
ADOPTED MAY 21, 2018

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2018

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 | \$1,100,000 |
| Finance: Participatory Budgeting | \$867,000 |
| Public Celebrations: Public Art Conservation Program | \$30,000 |
| GENERAL GOVERNMENT TOTAL | \$1,997,000 |
| PUBLIC SAFETY | |
| Fire: Underground Diesel Fuel Tank Monitoring | \$45,000 |
| Police: RWH Public Safety Building Door Hardware Replacement Project | \$50,000 |
| Police: RWH Public Safety Building Repairs | \$20,000 |
| Traffic: Meter Technology Improvement Program | \$100,000 |
| Traffic: Traffic Signal Program | \$300,000 |
| PUBLIC SAFETY TOTAL | \$515,000 |
| 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 | \$200,000 |
| CDD: Housing - Affordable Housing Preservation & Development | \$3,450,000 |
| CDD: Housing - Affordable Housing Project Development | \$114,685 |
| CDD: Housing - Home Improvement Program | \$474,895 |
| CDD: Housing - Housing Mediation Program | \$73,710 |
| CDD: Housing - Housing Rehabilitation Assistance Program | \$337,250 |
| 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 | \$25,000 |
| CDD: Transportation - Bus Stop Improvements | \$25,000 |
| CDD: Transportation Electric Vehicle Charging Infrastructure | \$100,000 |
| CDD: Transportation - Traffic Calming | \$300,000 |
| Public Works: Parks - ADA Accessibility Improvements | \$50,000 |
| Public Works: Buildings - Energy Efficiency Projects | \$100,000 |

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

| | |
|--|---------------------|
| Public Works: Buildings - Flooring & Furnishings | \$52,000 |
| Public Works: Cemetery - Cemetery Space Optimization and Beautification Project | \$25,000 |
| Public Works: Parks - Park Play Area Shade Structures | \$50,000 |
| Public Works: Parks - Park Surfacing Restoration Program | \$140,000 |
| Public Works: Parks - Park Water Conservation Program | \$100,000 |
| Public Works: Solid Waste - Public Area Litter and Recycling Bin Improvement Project | \$25,000 |
| Public Works: Sewer/Stormwater - Remedial Construction | \$1,250,000 |
| Public Works: Streets - Complete Streets Reconstruction | \$3,135,625 |
| 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 | \$250,000 |
| Water: Fresh Pond Master Plan Implementation | \$250,000 |
| Water: Fresh Pond Reservation Major Projects | \$30,000 |
| Water: Hydroelectric Renewable Energy Generation | \$75,000 |
| Water: PC Upgrades | \$20,000 |
| Water: Reservoir Facilities Improvements - Upcountry | \$330,000 |
| Water: Reservoir Gaging Weather Station Maintenance | \$200,000 |
| Water: Water Facility Upgrades | \$26,000 |
| Water: Water Meter Replacement | \$200,000 |
| Water: Water Treatment Plant Equipment & Systems Upgrades | \$725,000 |
| Water: Water Works Construction | \$1,426,000 |
| Water: Watershed Consulting Services | \$118,000 |
| COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL | \$14,399,995 |
| HUMAN RESOURCE DEVELOPMENT | |
| Human Services: Danehy Park Bench and Table Replacement | \$60,000 |
| Human Services: Danehy Park Maintenance | \$37,000 |
| Human Services: Fresh Pond Golf Course Improvements | \$20,000 |
| Human Services: Human Services Buildings Repairs | \$30,000 |
| Human Services: Screen on the Green Replacement | \$30,000 |
| Human Services: War Memorial Recreation Center Maintenance | \$48,000 |
| Library: Main Library Building Repairs | \$25,000 |
| Library: Main Library Window Wall Repairs | \$56,000 |
| HUMAN RESOURCE DEVELOPMENT TOTAL | \$306,000 |
| EDUCATION | |
| School: Furniture Replacements/School Facilities Repairs | \$50,000 |
| EDUCATION TOTAL | \$50,000 |
| TOTAL | \$17,267,995 |

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 | \$2,599,493 |
| Community Development Block Grant | \$1,298,040 |
| Departmental Revenue | \$3,659,330 |
| Parking Revenue Fund | \$883,000 |
| Property Taxes | \$3,567,000 |
| Sewer Service Charges | \$1,250,000 |
| Sidewalk Revenues | \$51,113 |
| Street Preservation Offset Fund | \$335,019 |
| Tree Program Revenues | \$125,000 |
| Water Service Charges | \$3,500,000 |
| TOTAL | \$17,267,995 |

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 (introductory, financial, and 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. 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 12-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. FY19 ends June 30, 2019).

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 result 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% 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 RESOURCES 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 2^{1/2}. 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 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's 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 |
| B-3 | Birth to Third Grade Partnership (Human Services) |
| BHCC | Bunker Hill Community College |
| BZA | Board of Zoning Appeal |
| CAFR | Comprehensive Annual Financial Report |
| CAU | Crime Analysis Unit (Police) |
| C-CAN | Cambridge Coordinated Access Network |
| CCE | Cambridge Community Electricity |
| CCPR | Climate Change Preparedness and Resilience |
| CCSW | Cambridge Commission on the Status of Women |
| CCTV | Cambridge Community Television |
| CD | Certified Deposit |
| CDBG | Community Development Block Grant |
| CDD | Community Development Department |
| CEA | Cambridge Energy Alliance |
| 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 |
| CHRC | Cambridge Human Rights Commission |
| CIPP | Cured-in-place Pipe |
| CIRC | Commission on Immigrant Rights and Citizenship (Human Rights Commission) |
| CLC | Community Learning Center (Human Services) |
| CLSACC | Community Legal Services and Counseling Center |
| 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 |
| CSArt | Community Supported Art |
| 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 |

ACRONYM TABLE

| | |
|--------|--|
| DEP | Massachusetts Department of Environmental Protection |
| DGBVPI | Domestic and Gender-Based Violence Prevention Initiative (Executive) |
| DHCD | Massachusetts Department of Housing and Community Development |
| DHSP | Department of Human Service Programs |
| DOR | Massachusetts Department of Revenue |
| DPW | Department of Public Works |
| DV | Domestic Violence |
| EAB | Emerald Ash Borer |
| ECC | Emergency Communications Center |
| ECD | Emergency Communications Department |
| ECKOS | Eastern Cambridge/Kendall Square Open Space |
| EF | Education First |
| 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 |
| FDU | Focused Deterrence Unit (Police) |
| FEMA | Federal Emergency Management Association |
| FHAP | Fair Housing Assistance Program |
| FJU | Family Justice Unit (Police) |
| 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 |
| 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 |
| IEP | Individualized Education Plan |
| ISD | Inspectional Services Department |
| ISO | Insurance Services Office |
| IT | Information Technology |
| ITD | Information Technology Department (Finance) |
| K | Thousand |

ACRONYM TABLE

| | |
|---------|---|
| KOED | King Open Extended Day |
| kW | Kilowatt |
| kWH | Kilowatt-hours |
| LED | Light Emitting Diode |
| LGBTQ+ | Lesbian, Gay, Bisexual, Transgender, Queer, Plus |
| LLC | Limited Liability Company |
| 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 |
| MIT | Massachusetts Institute of Technology |
| MPH | Miles per hour |
| MSA | Metropolitan Statistical Area |
| MSBA | Massachusetts School Building Authority |
| MSN | Middle School Network |
| 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 |
| NRS | Neighborhood Revitalization Strategy |
| 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 |
| PDI | Police Data Initiative |
| 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 |
| PUD | Planned Unit Development |

ACRONYM TABLE

| | |
|-------|--|
| PV | Photovoltaic |
| RMV | Registry of Motor Vehicles |
| RWH | Robert W. Healy Public Safety Building |
| SAFE | Student Awareness of Fire Education |
| SEL | Social Emotional Learning |
| SIU | Special Investigations Unit (Police) |
| SJU | Social Justice Unit (Police) |
| SLA | Service Level Agreement |
| SMS | Short Message Service (text message) |
| SPOF | Street Preservation Offset Fund |
| SRT | Special Response Team (Police) |
| STEAM | Science, Technology, Engineering, Arts, and Math |
| SUV | Sport Utility Vehicle |
| SY | School Year |
| TEU | Traffic Enforcement Unit (Police) |
| TIC | True Interest Cost |
| TNC | Transportation Network Company |
| TPF | Tactical Patrol Force (Police) |
| TPT | Traffic, Parking & Transportation |
| TSD | Technical Services Division (Fire) |
| TV | Television |
| UASI | Urban Area Security Initiative |
| UGGA | Unrestricted General Government Aid |
| US | United States |
| 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) |
| YMCA | Young Men's Christian Association |
| YWCA | Young Women's Christian Association |

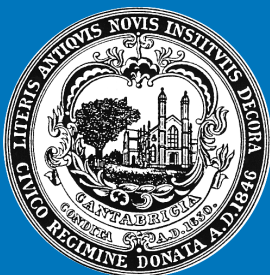
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