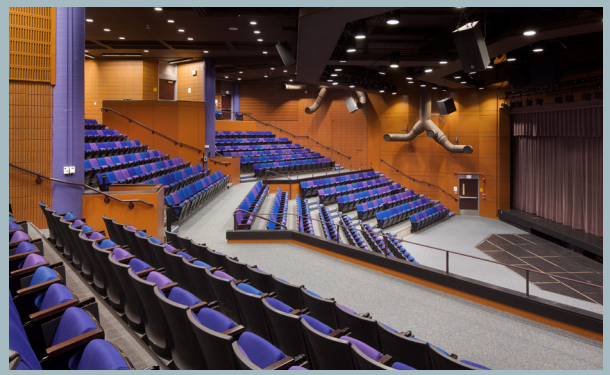
Annual Budget 2012 - 2013

Adopted by
The City Manager,
Cambridge,
Massachusetts



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Newly Renovated Cambridge Rindge & Latin High School

The cover features the 400,000 square foot CRLS complex which reopened last September after a comprehensive renovation completed in phases over two years. The most obvious improvements are refreshed classrooms and corridors, including new windows, lockers, flooring and paint. The renovation has enlivened the common areas and provides clear circulation and more internal transparency. The main entrance has been reopened so that, upon arrival, students and visitors can see the main office, cafeteria entrance, stairwells and corridors, welcoming those entering and relieving congestion in the lobby. The redesigned science core includes larger labs that accommodate both teaching areas and space for experiments, the theater is redesigned and rigged for live broadcasts, the cafeteria has been transformed into a light and airy dining commons, and the renovated library integrates new and traditional research tools. Less apparent than the bright, clean classrooms, but significant in terms of building health and efficiency, are the many sustainable design features of the building, making it eligible for LEED Silver certification, or better. Rooftop photovoltaic panels; water conservation systems (CRLS has over 35 bathrooms); efficient, smart lighting that turns off when adequate daylight is present; low-maintenance, highly durable flooring; and a heating and cooling system that is quiet, economical and well-suited to an environment with operable windows combine with other attributes to create a much greener CRLS.

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cambridge for its annual budget for the fiscal year beginning July 1, 2011.

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

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

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THIS SPACE RESERVED FOR COUNCILLORS' NOTES

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager *Richard C. Rossi, Deputy City Manager*

ADOPTED BUDGET MESSAGE

May 21, 2012

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

I herewith present to you the FY13 Operating and Capital Budgets for the City of Cambridge, approved by the City Council on May 21, 2012, as well as the proposed FY14 - 17 Capital Plan, which reflects no revisions to the City Manager's submitted budget amount.

The adopted Operating Budget of $488,228,565 represents an increase of $13,640,945, or 2.87%, over the FY12 adjusted budget. The budget increase is largely attributable to a 3% cost of salary increases for employees, 5% increase in employee health insurance and a 5.85% increase in employee pension costs, plus a $1 million allocation to the Other Post Employee Benefits (OPEB) Liability Trust Fund, which the City Council established in December 2009. In addition, the Operating Budget reflects no change in the number full-time positions. Overall, the City has reduced 30 full-time positions since FY03 while being able to provide programmatic and operational staffing for the major new facilities the City has opened in recent years. This Budget accomplishes the following:

1) Maintains City and school services that citizens have come to expect, supports the City Council Goals and provides for a strong capital plan. In addition, it continues to address our unfunded OPEB liability in a prudent and responsible manner. This Budget continues to provide stability and reinvestment in our community and, given the ongoing fiscal challenges facing many cities and towns, as well as the Commonwealth, this is a major achievement; and

2) Achieves the above with a moderate increase in the property tax levy, in spite of no increases in State Aid, which supports the City Council Goal of "evaluating expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality of city services."

The FY13 Adopted Budget reflects revenue amounts based on the Governor's FY13 State Budget, released in January 2012. The House of Representatives and State Senate prepare and adopt their own separate State Budgets, which are then reconciled in Conference Committee before being forwarded to the Governor for approval. This process is scheduled to be completed before June 30, 2012.

The City estimates receiving a total revenue of $25,499,990 in FY13, which is the same amount as in FY12 for these two major local aid categories (UGGA) and Chapter 70 School Aid. These two local aid categories represent 5.2% of the total FY13 Operating Budget. There are net decreases in other state aid categories equaling $2,061,440, which brings the total local aid amount for FY13 to $27,690,565. The primary reduction is $2,104,595 less in Charter School Tuition Reimbursements. The amount provided on the Cherry Sheet for this purpose can fluctuate from year to year because it is based on estimated enrollments, provided to the State, of Cambridge students attending Charter Schools.

The spending plan for the Operating and Capital Budgets, as submitted, including non-budget items such as overlay reserve, calls for a total FY13 property tax levy of $318,818,195, which is an increase of $19,727,555, or 6.6%, from FY12. This percentage increase is slightly below the 7% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in January 2012. The actual tax levy will be determined in September 2012, when the City Council votes on the City Manager's property tax and classification recommendations. It is anticipated that the City will be able to use increased non-property tax revenues, such as Parking Fund revenue, meals and hotel excise, building permit fees, state aid, free cash or other revenues, at a higher level than what is included in the FY13 Budget, once actual FY12 receipts and final state aid figures are known, to lower the property tax levy.

Despite our ability to manage our resources to provide services and infrastructure improvements, Cambridge faces the same challenges as other cities and towns with regard to municipal financing and reliance on the property tax. The City receives approximately 66% of its revenues from the property tax. Fortunately, Cambridge has been able to stay below the Proposition 2 ½ property tax levy limit due to its ability to generate non-property tax revenues, new construction growth, controlled budget growth and the prudent use of reserves. In addition, the City has been able to achieve a low property tax rate and an overall lower residential property tax bill than surrounding communities.

The FY13 adopted Capital Budget totals $38,719,735, a decrease of $17,247,790, or 30.8%, from the previous year, with the Property Tax allocation shown in the FY13 financing plan decreasing from its FY12 level of $1,500,000 to $1,225,000. The Bond Proceeds component of the financing plan has decreased substantially, from $44,354,300 in FY12 to $17,442,670 in FY13. Property Tax-supported debt has decreased from $10,600,000 to $9,885,000 in FY13. The FY13 allocation of $9,885,000 will fund a wide range of projects, which are detailed in Section V.

There has been a significant increase in the amount of Water Service Charges allocated to the Capital Budget, primarily due to the continuing decrease in debt service related to the retirement of bond issues to finance the construction of the water treatment plant. The reduction in debt service on water projects will provide sufficient funds to increase the capital allocation and cover all operating budget increases, while maintaining the water block rates at their FY12 levels, water and sewer rates reflect a 0% increase for FY12 and FY13. The Sewer Reconstruction budget has decreased from its FY12 level of $36,004,300 to $17,037,645 in FY13, due to large decreases in funding requirements. The decrease of $1,500,000 in the Sewer Service Charge allocation is attributable to a significant increase in Debt Service requirements, due to the inclusion of $20,350,000 in Sewer bonds in the February 2012 bond issue as well as a loan from the Massachusetts Water Pollution Abatement Trust (MWPAT) for $12,853,553 while also stabilizing the sewer block rates at their FY12 levels. The Bond Proceeds component has decreased from $33,754,300 to $7,557,670.

Although funds for the construction phase of the King School Renovation Project are not included in the FY13 Capital Budget, an allocation of $73,000,000, based on the current estimate for the project, has been set aside in the FY14 Capital Budget. However, based on the results of the feasibility study now under way and a continuing evaluation of total project costs, an appropriation recommendation to the City Council is projected to be made in the beginning of FY13. It should also be noted that an anticipated Free Cash appropriation of approximately $2,000,000 for the first phase of the LED street light replacement will be made at the beginning of FY13, with the remaining funds for the $6,000,000 estimated cost appropriated in subsequent fiscal years. Further, based upon the work of the E-Gov Executive Committee and Project Management working group, as well as input received through the IT World Café, a supplemental appropriation is expected to be made in the beginning of FY13 to support continued technology innovations. Also, a recommendation for additional resources to augment the current Cambridge Request System (CRS) is planned for the beginning of FY13.

In keeping with the practice of recent years, the adopted FY13 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY12 and FY13. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made significant modifications to them to demonstrate their department's efforts to address the City Council's goals and objectives. While I encourage readers to review each department's budget in detail in Section IV, the following section (Submitted Budget Message) highlights the proposed spending plan to implement City Council priorities.

OUTLOOK AND CONCLUSION

The economic outlook for the City both in the short and long-term is very favorable. This is evidenced by the fact that from 2006 through the fall of 2011, the inventory of commercial real estate grew, adding 1.2 million square feet. 900,000 square feet is under construction with an additional 5.4 million square feet currently in the permitting stage or permitted and ready to go.

Cambridge has maintained and strengthened its position as a national leader in life sciences and high tech. The Greater Boston cluster was recognized as the best established life sciences cluster in the nation by Jones Lang LaSalle in November 2011. The Cambridge submarket was described as "the core of the Massachusetts life sciences industry." Preeminent research institutions such as MIT, Harvard, the Broad Institute and the Whitehead Institute act as a magnet for commercial investment in the city. At a time when construction starts have stalled nationally, Cambridge is in a life sciences and high tech building boom.

However, Cambridge's success is not limited to established life sciences and high tech companies. Venture capital firms such as Atlas Venture, Bessemer Venture Partners, Greylock Partners and Highland Capital Partners have moved their offices from the suburbs to Cambridge. Venture capital investments in Cambridge enterprises continue to grow as well. According to CB Insights, Cambridge companies received $312 million in venture capital funding in the fourth quarter of 2011 in 27 transactions. This is the highest number of deals and the most dollars invested in Massachusetts. Only three states, California, Massachusetts and New York had more venture capital deals than the City of Cambridge, and only four states had a greater investment of venture capital.

The combination of expansion of existing companies and the continued investment in innovative startups provides a winning formula for Cambridge's continued economic stability and growth.

We will continue to use our five year financial and capital plan, debt and reserve policies and the City Council Goals as a blue print for our long-range planning to maintain stability and predictability in our budgeting and financial planning processes. Our financial projections indicate that

we will be able to produce future budgets that will reflect a moderate growth in the property tax levy, which is our primary revenue stream. In addition, the City 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 rehabilitation.

While overall economic conditions have improved, there are ongoing uncertainties that will force us to be cautious in the next fiscal year. These uncertainties include: the impact of possible federal budget reductions on local and state governments and institutions and private research and development; increasing energy costs and their impact on inflation and the economic recovery under way; and the impact of increasing health insurance costs.

FY11 was a solid year financially for the City of Cambridge. Our sound financial practices have left the City with substantial reserves including $102.2 million in Free Cash, $102.6 million in excess levy capacity, $14.5 million in Parking Fund balances and $7 million in Water Fund balances. In addition, the Health Claims Trust ended FY11 with a balance of $17.4 million, with the Debt Stabilization Fund reflecting a $5.2 million balance and the School Stabilization Fund showing a $6.1 million balance. It is anticipated that the City will also end FY12 in a strong financial position. This Budget continues to use these reserves strategically to lessen the increase of the property tax levy. While the above factors are important, we also need to continue to expand our non-property tax revenues.

The long-term outlook for Cambridge continues to be very strong as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when some communities have seen a reduction in their ratings. We have been prudent in maintaining a healthy excess property tax levy capacity, saving and building our reserves and prudently managing our budget growth, which has allowed us to continue to maintain our City services. As we are aware, Cambridge is not insulated from current economic realities, but we have positioned ourselves well to respond to these challenges in order to preserve the high level of municipal services which residents have come to expect, as well as meet the needs of our infrastructure.

I believe we have responded to the City Council's Goal of producing an FY13 Budget which reflects a 2.87% increase and a moderate growth in the property tax levy. Because the City Council and City Administration continue to operate with the same basic principles/lessons which have served us well in the past, we have been able to weather these challenging times. These principles include: 1) understanding that failure to make difficult decisions today will lead to even more difficult decisions in the future; 2) being realistic in our expectations in both good and bad economic times, which has resulted in us being able to manage our resources wisely; and 3) developing effective short and long term financial, economic and programmatic planning strategies.

I am confident that we can continue to provide the wide array of services that our residents have come to expect, while working through these difficult economic times.

Very truly yours,

Robert W. Healy
City Manager

SUMMARY: OPERATING BUDGET (all funds)

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$43,306,480	$59,086,955	General Government	$54,107,840
101,400,990	103,892,585	Public Safety	107,945,475
99,945,230	97,231,260	Community Maintenance & Development	101,363,435
30,152,565	31,830,665	Human Resource Development	32,618,030
135,368,315	139,883,265	Education	144,987,705
44,892,125	47,973,095	Intergovernmental	47,206,080
$455,065,705	$479,897,825		$488,228,565

FINANCING PLAN	FY13 BUDGET
Taxes	$352,409,135
Licenses & Permits	7,515,500
Fines & Forfeits	9,422,205
Charges for Service	69,593,055
Intergovernmental Revenue	38,147,710
Miscellaneous Revenue	11,140,960
	$488,228,565

SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY13 BUDGET
General Government	$215,000
Public Safety	1,380,000
Community Maintenance & Development	35,401,735
Human Resource Development	1,723,000
Education	0
	$38,719,735

FINANCING PLAN	FY13 BUDGET
Property Taxes	$1,225,000
Parking Fund	850,000
Parking Fund Balance	1,000,000
Sewer Service Charge	750,000
Water Service Charge	3,400,000
Block Grant	1,243,030
Chapter 90	2,571,730
Street Preservation Offset Fund (SPOF)	418,000
MWRA Grant	8,100,000
Roadway Reimbursement	475,000
Resident Sticker	425,000
Bond Proceeds	17,442,670
War Memorial Fees	28,000
Golf Course Fees	20,000
Cable TV License Fees	141,330
Sewer Reimbursement	629,975
	$38,719,735

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager *Richard C. Rossi, Deputy City Manager*

SUBMITTED BUDGET MESSAGE

April 23, 2012

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

I herewith submit for your consideration the proposed FY13 Operating and Capital Budgets for the City of Cambridge as well as the proposed FY14 - 17 Capital Plan.

The proposed Operating Budget of $488,228,565 represents an increase of $13,640,945, or 2.87%, over the FY12 adjusted budget. The budget increase is largely attributable to a 3% cost of salary increases for employees, 5% increase in employee health insurance and a 5.85% increase in employee pension costs, plus a $1 million allocation to the Other Post Employee Benefits (OPEB) Liability Trust Fund, which the City Council established in December 2009. In addition, the Operating Budget reflects no change in the number full-time positions. Overall, the City has reduced 30 full-time positions since FY03 while being able to provide programmatic and operational staffing for the major new facilities the City has opened in recent years. This Budget accomplishes the following:

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2) Achieves the above with a moderate increase in the property tax levy, in spite of no increases in State Aid, which supports the City Council Goal of "evaluating expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality of city services."

SUMMARY: OPERATING BUDGET (all funds)

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99,945,230	97,231,260	Community Maintenance & Development	101,363,435
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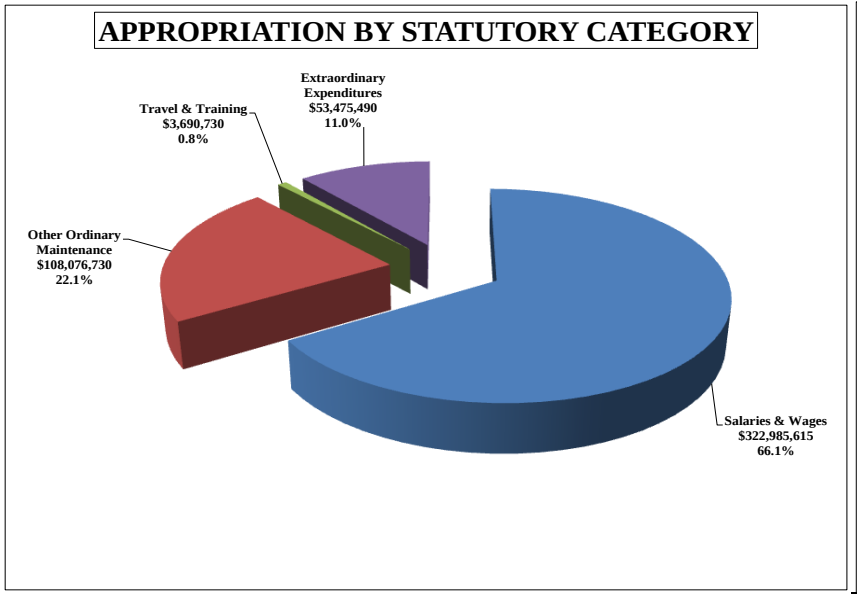
44,892,125	47,973,095	Intergovernmental	47,206,080
$455,065,705	$479,897,825		$488,228,565

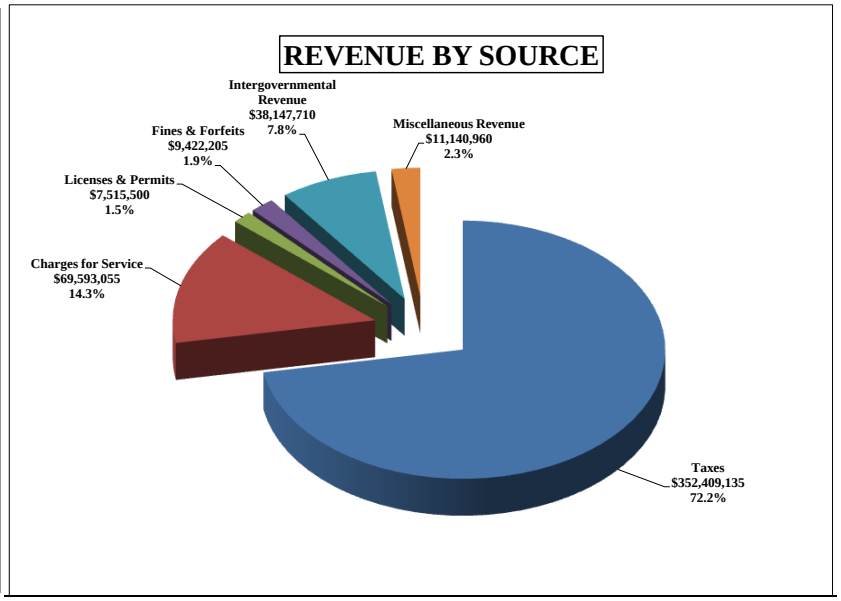
FINANCING PLAN	FY13 BUDGET
Taxes	$352,409,135
Licenses & Permits	7,515,500
Fines & Forfeits	9,422,205
Charges for Service	69,593,055
Intergovernmental Revenue	38,147,710
Miscellaneous Revenue	11,140,960
	$488,228,565

SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY13 BUDGET
General Government	$215,000
Public Safety	1,380,000
Community Maintenance & Development	35,401,735
Human Resource Development	1,723,000
Education	0
	$38,719,735

FINANCING PLAN	FY13 BUDGET
Property Taxes	$1,225,000
Parking Fund	850,000
Parking Fund Balance	1,000,000
Sewer Service Charge	750,000
Water Service Charge	3,400,000
Block Grant	1,243,030
Chapter 90	2,571,730
Street Preservation Offset Fund (SPOF)	418,000
MWRA Grant	8,100,000
Roadway Reimbursement	475,000
Resident Sticker	425,000
Bond Proceeds	17,442,670
War Memorial Fees	28,000
Golf Course Fees	20,000
Cable TV License Fees	141,330
Sewer Reimbursement	629,975
	$38,719,735





TOTAL OPERATING BUDGET $488,228,565

State Aid

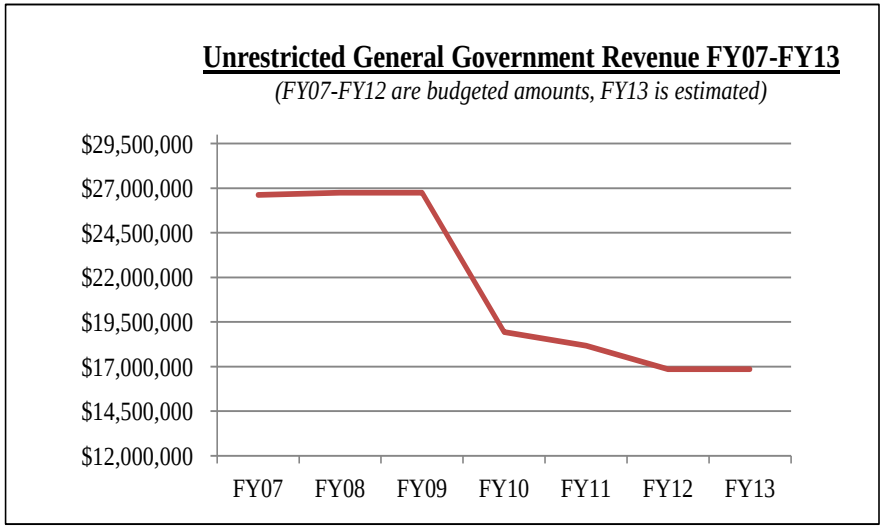
FY13 State Aid (Local Aid) revenue projections to the City are based on the Governor's FY13 State Budget, released in January 2012. Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 Education (School) Aid and Unrestricted General Government Aid (UGGA). The House of Representatives and State Senate prepare and adopt their own separate State Budgets, which are then reconciled in Conference Committee before being forwarded to the Governor for approval. This process is scheduled to be completed before June 30, 2012. However, if these amounts are different than estimated, adjustments will be made in the fall of 2012 when the City Manager submits his recommendations to the City Council to set the final property tax levy amount, as part of the tax rate setting process.

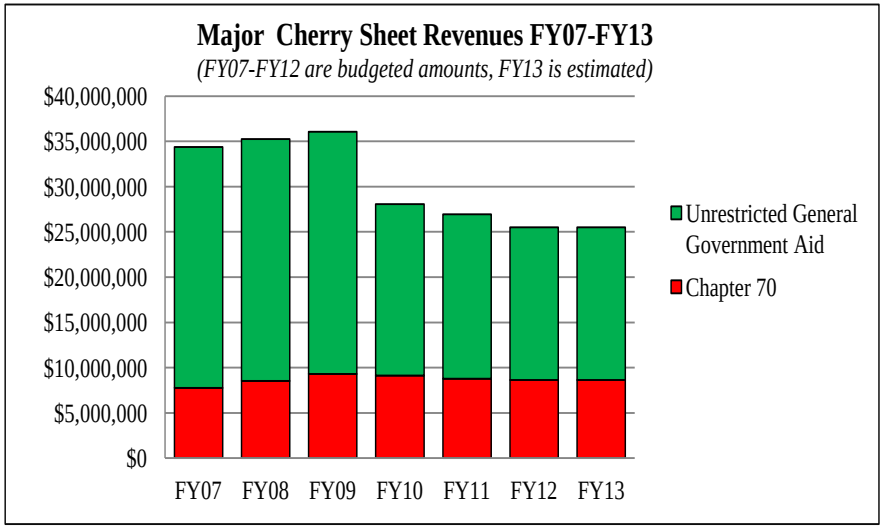
The City estimates a total revenue of $25,499,990 in FY13, which is the same amount as in FY12 for these two major local aid categories (UGGA) and Chapter 70 School Aid. These two local aid categories represent 5.2% of the total FY13 Operating Budget. The amount of Local Aid funds to be distributed is listed on each community's cherry sheet along with other, relatively smaller, Commonwealth programs such as library aid, veteran's benefit, school lunch, Charter School and other reimbursements. There are net decreases in other state aid categories equaling $2,061,440, which bring the total local aid amount for FY13 to $27,690,565. The primary reduction is $2,104,595 less in Charter School Tuition

Reimbursements. The amount provided on the Cherry Sheet for this purpose can fluctuate from year to year because it is based on estimated enrollments, provided to the State, of Cambridge students attending Charter Schools.

State Aid over the past six years has been significantly reduced. For example, in FY07, the City received $26,623,055 in UGGA. Using the estimated FY13 amount of $16,856,870, the City is receiving $9,766,185, or 36.7% less in UGGA than it did in FY07. School Aid/Chapter 70 revenues were $7,772,240 in FY07 and increased to $9,316,695 in FY09 before being reduced an estimated $8,643,120.

If the City received the same amount of UGGA in FY13 as it did in FY07, the estimated property tax levy increase would only be 3.3%.





Property Tax Levy and Reserves

In the past seven fiscal years, we have been able to produce budgets that have reflected an average annual increase of 4.3% in the property tax levy. In FY12, this resulted in having approximately 63.9% of residential taxpayers receiving a property tax bill that was lower, the same as or only slightly higher (less than $100) than the previous year.

The spending plan for the Operating and Capital Budgets, as submitted, including non-budget items such as overlay reserve, calls for a total FY13 property tax levy of $318,818,195, which is an increase of $19,727,555, or 6.6%, from FY12. This percentage increase is slightly below the 7% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in January 2012.

The actual tax levy will be determined in September 2012, when the City Council votes on the City Manager's property tax and classification recommendations. It is anticipated that the City will be able to use increased non-property tax revenues, such as Parking Fund revenue, meals and hotel excise, building permit fees, state aid, free cash or other revenues, at a higher level than what is included in the FY13 Budget, once actual

FY12 receipts and final state aid figures are known, to lower the property tax levy. Because of the policies followed by the City Council, the City has been able to accumulate significant reserve balances, including free cash, and has an excess levy capacity of $102.6 million. The City has developed a financial strategy, which takes into consideration the possibility of economic challenges, in order to mitigate the impact on the operating and capital budgets. This has afforded the City the flexibility to proceed cautiously without major reductions in services.

It is also important to realize that when determining a homeowner's property tax bill, there are three major factors. The first is the Budget, which determines the levy amount required. The remaining two, which will not be known until the fall, include individual property valuation changes and the residential/commercial mix.

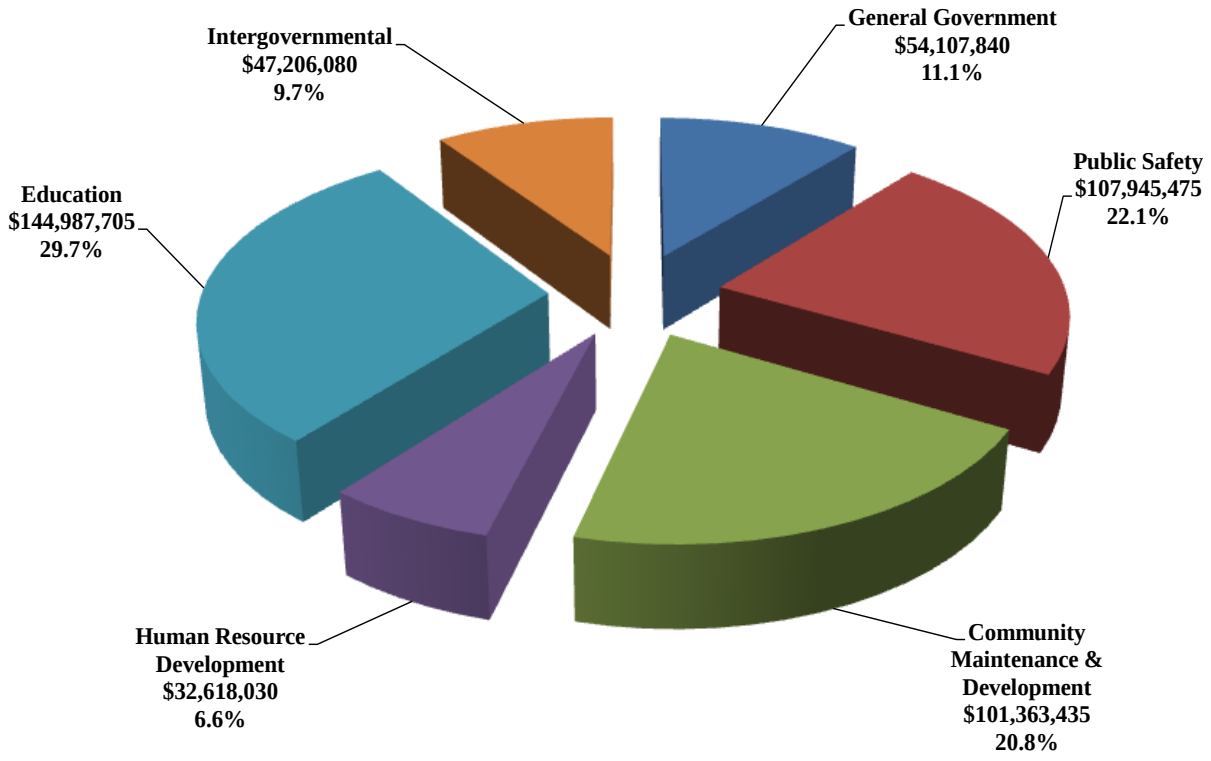
Despite our ability to manage our resources to provide services and infrastructure improvements, Cambridge faces the same challenges as other cities and towns with regard to municipal financing and reliance on the property tax. The City receives approximately 66% of its revenues from the property tax. Fortunately, Cambridge has been able to stay below the Proposition 2 ½ property tax levy limit due to its ability to generate non-property tax revenues, new construction growth, controlled budget growth and the prudent use of reserves. In addition, the City has been able to achieve a low property tax rate and an overall lower residential property tax bill than surrounding communities.

The FY13 Budget continues to use reserves and other non-property tax revenues to reduce the increase in the property tax levy in the following ways:

- $2,000,000 in overlay surplus balances accumulated from prior fiscal years is again being used to lower the tax levy increase.
- It is estimated that the City will again use $9 million in Free Cash in FY13, plus any local aid adjustments which are not included in the base, as it did in FY12, to lower the property tax levy increase, which is consistent with the City's financial plan.
- The FY13 Budget includes the use of $250,000 in Water Fund Retained Earnings to support a 0% water rate increase.
- Parking Fund Revenues are providing $8,401,720 to support the Operating Budgets of various departments.
- The Health Claims Trust Fund is providing $8,500,000, an increase of $200,000, to support the Health Insurance Budget.
- The FY13 Budget uses $0.6 million from the School Debt Stabilization Fund to cover a portion of the debt costs of the War Memorial Recreation Center.
- The Teacher Retirement Fund Transfer uses $0.6 million in FY13 to fund a portion of the Employee Benefits Budget.
- $120,000 has been estimated from rent proceeds from the Cambridge Housing Authority for 5 Western Avenue, which is scheduled to be completed by spring 2013, as an offset to Debt Service costs for the project.

While we have been able to continue over the years to absorb operating and programmatic costs associated with our new facilities, cover increased salary, fringe benefit and debt service costs and absorb significant State Aid reductions, we will need to continue to work to identify cost reduction opportunities and non-property tax revenue increases to ensure future budgets reflect a modest increase in the property tax levy.

APPROPRIATION BY FUNCTION



Public Investment (Capital) Budget

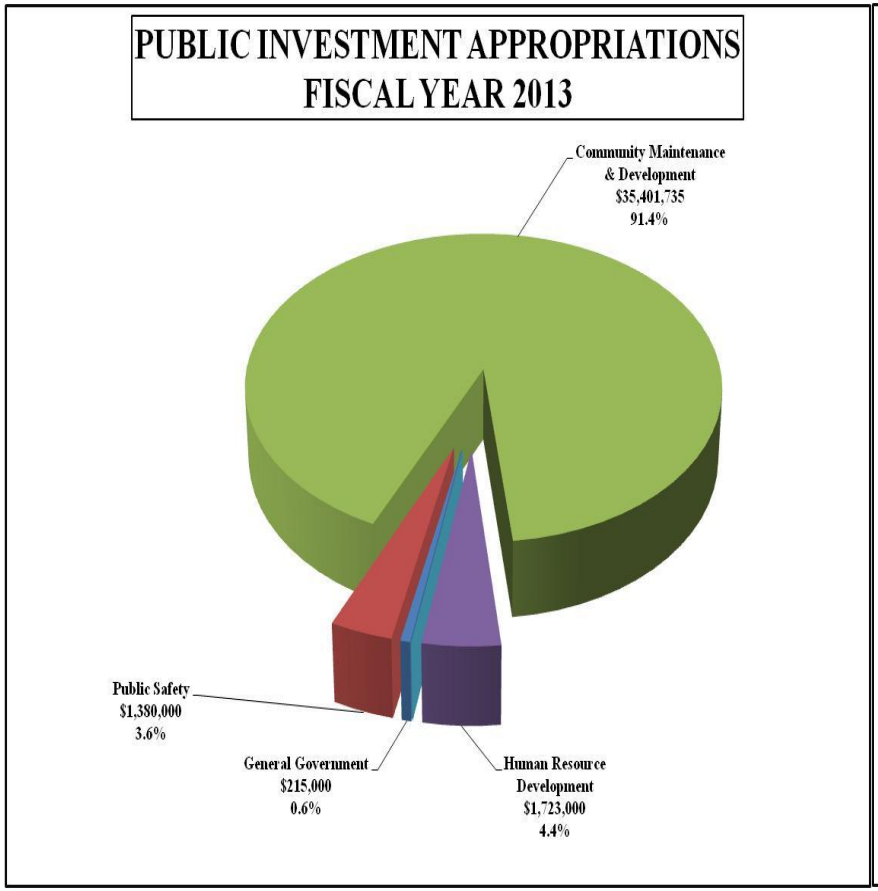
The FY13 proposed Capital Budget totals $38,719,735, a decrease of $17,247,790, or 30.8%, from the previous year, with the Property Tax allocation shown in the FY13 financing plan decreasing from its FY12 level of $1,500,000 to $1,225,000. The Bond Proceeds component of the financing plan has decreased substantially, from $44,354,300 in FY12 to $17,442,670 in FY13.

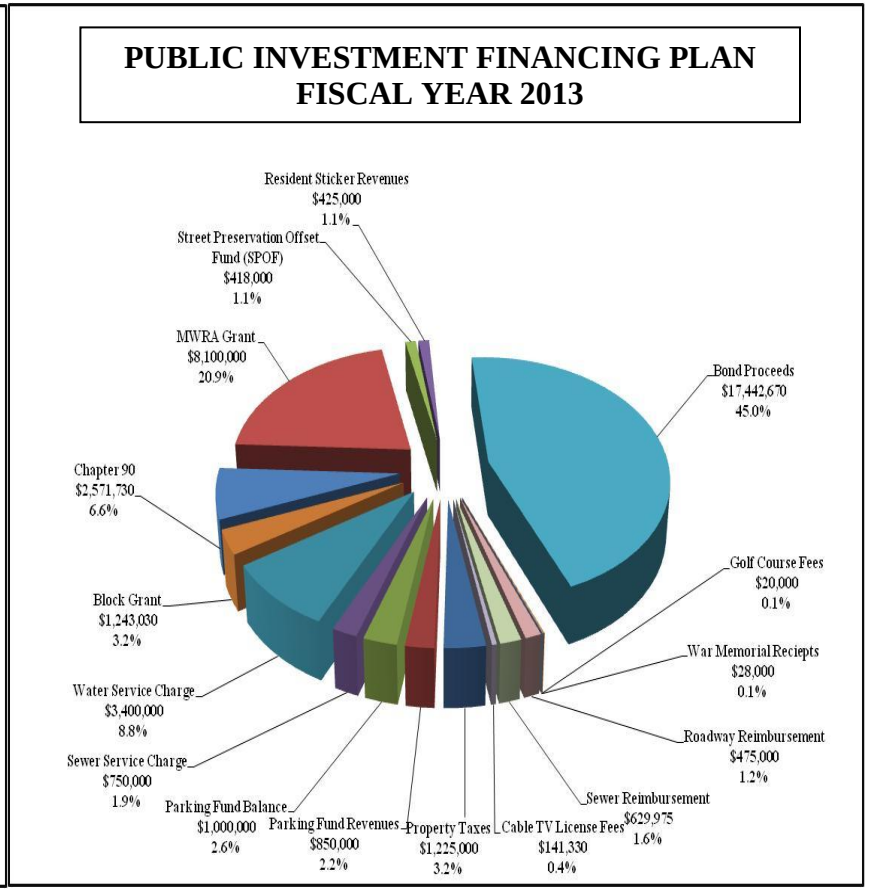
Property Tax-supported debt has decreased from $10,600,000 to $9,885,000 in FY13. The FY13 allocation of $9,885,000 will fund a wide range of projects, including the replacement of the roofs on City Hall ($2,000,000) and the Ryan Garage / Simard Building ($100,000; additional funding to supplement the $1,485,000 appropriated in the FY12 Capital Budget), extensive improvements to Kendall Square including new sidewalks and roadways, pedestrian-scale lighting, street furniture and trees ($5,000,000), renovations to two soccer fields at Danehy Park ($1,540,000), and the acquisition of a pumper and a ladder truck for the Fire Department ($1,245,000).

There has been a significant increase in the amount of Water Service Charges allocated to the Capital Budget, primarily due to the continuing decrease in debt service related to the retirement of bond issues to finance the construction of the water treatment plant. The debt service on water projects decreased from $4,529,980 in FY12 to $3,682,805 in FY13, which will provide sufficient funds to increase the capital allocation from $2,750,000 to $3,400,000 and cover all operating budget increases, while maintaining the water block rates at their FY12 levels.

The Sewer Reconstruction budget has decreased from its FY12 level of $36,004,300 to $17,037,645 in FY13, due to large decreases in funding requirements. The decrease of $1,500,000 in the Sewer Service Charge (from $2,250,000 in FY12 to $750,000 in FY13) allocation is attributable to a significant increase in Debt Service requirements, due to the inclusion of $20,350,000 in Sewer bonds in the February 2012 bond issue as well as a loan from the Massachusetts Water Pollution Abatement Trust (MWPAT) for $12,853,553 while also stabilizing the sewer block rates at their FY12 levels. The Bond Proceeds component has decreased from $33,754,300 to $7,557,670, with these funds allocated to the Alewife Watershed Project. Alexandria Real Estate Equities, Inc. will provide $629,975 for work performed in accordance with their special permit.

Although funds for the construction phase of the King School Renovation Project are not included in the FY13 Capital Budget, an allocation of $73,000,000, based on the current estimate for the project, has been set aside in the FY14 Capital Budget. However, based on the results of the feasibility study now under way and a continuing evaluation of total project costs, an appropriation recommendation to the City Council is projected to be made in the beginning of FY13. It should also be noted that an anticipated Free Cash appropriation of approximately $2,000,000 for the first phase of the LED street light replacement will be made at the beginning of FY13, with the remaining funds for the $6,000,000 estimated cost appropriated in subsequent fiscal years. Further, based upon the work of the E-Gov Executive Committee and Project Management working group, as well as input received through the IT World Café, a supplemental appropriation is expected to be made in the beginning of FY13 to support continued technology innovations. Also, a recommendation for additional resources to augment the current Cambridge Request System (CRS) is planned for the beginning of FY13.





In keeping with the practice of recent years, the proposed FY13 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY12 and FY13. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made significant modifications to them to demonstrate their department's efforts to address the City Council's goals and objectives. While I encourage readers to review each department's budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.

INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

Since 1996, the City Council has conducted an in-depth biennial process to develop and produce its Goals for the City. Since 2000, the process has included a statistically valid telephone survey of the opinions of Cambridge residents with regard to City services and City government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. In 2010, the Government Operations and Rules Committee hosted its second annual "World Café," an interactive conversational format that allowed diverse and creative points of view about Cambridge's needs to emerge, as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of "What is important to focus on to improve life in Cambridge?"

In the latest process, the City Council took a different approach to setting City goals. They used the information from the citizen survey and the World Café, as well as the results from a roundtable discussion on the goals, to set broad overarching goals for the next fiscal years. Instead of moving on to develop more specific objectives at that time, the City Council chose to develop that level of detail in a more collaborative way, involving the City staff whose work encompasses the subject area of the particular goal. Especially in this time of continuing financial uncertainty and declining federal and state support, the City Council and the City's administrative staff need the flexibility and collaboration that will ensure that the City's most pressing needs are addressed in accordance with our highest civic aspirations. The goals were adopted by the City Council on December 13, 2010, and have guided the annual budget planning process.

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

"The City of Cambridge is dedicated to 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."

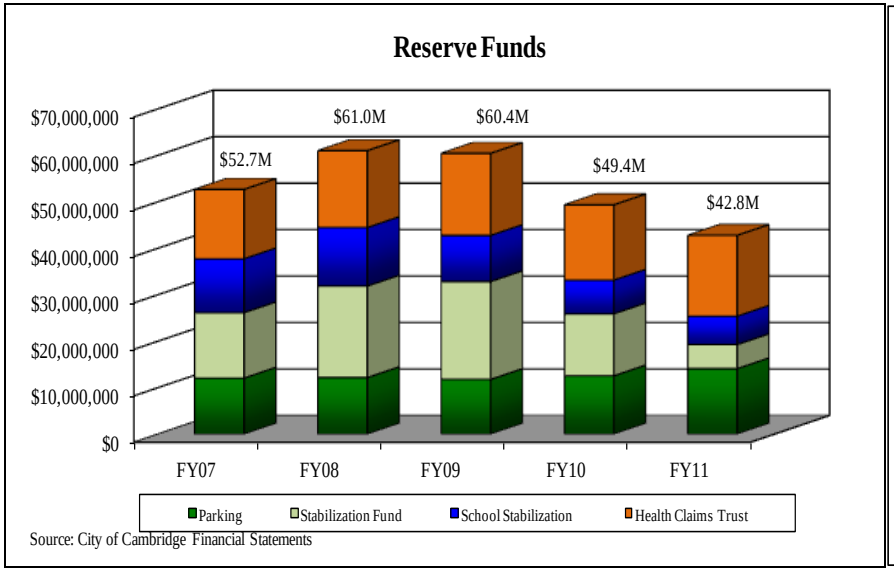
- ***EVALUATE CITY EXPENDITURES WITH A VIEW OF MAINTAINING A STRONG FISCAL POSITION AND AWARENESS OF THE IMPACT ON TAXPAYERS WHILE PROVIDING A HIGH QUALITY ARRAY OF CITY SERVICES.***

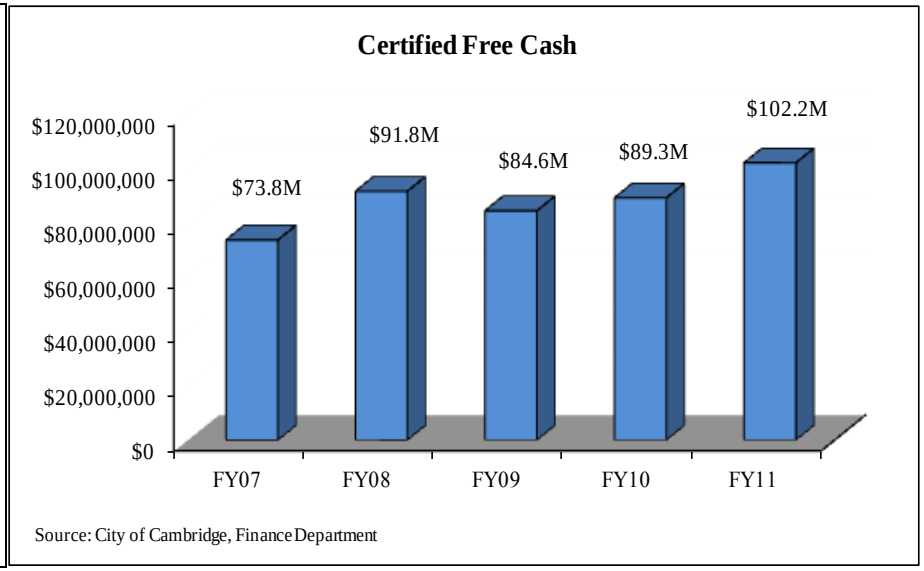
The FY13 Budget reflects a 2.87% increase, which is due to increased costs related to salaries, health and pension costs. The FY13 Budget reflects a modest property tax levy increase of 6.6% while maintaining City services and providing for improvements to our infrastructure. This percentage increase is slightly below the 7% increase that was included in our five-year financial projections, which were presented to the major credit rating agencies in January 2012. As noted, the final property tax levy amount will not be determined until the City Council votes on the City Manager's property tax and classification recommendations in September 2012.

The City's excess tax levy capacity, an extremely important indicator of the City's financial health, is $102.6 million. The excess levy capacity reflects the difference between the amount raised from property taxes and the amount that legally could be raised from taxes. Cambridge continues to have the largest excess levy capacity in the Commonwealth. In addition, the City has been able to maintain or increase fund balances in a variety of its funds, including the Parking Fund, Water Fund, Stabilization Fund, Health Claims Trust and Free Cash. However, the Stabilization Fund has been fully used in FY12 based on a planned use of the fund balance. As noted in the previous section, the FY13 Budget utilizes the

City's reserves as part of its fiscal planning strategy. The following charts reflect the City's Reserve Fund and Free Cash balances for the past five years.

By continuing the fiscal policies adopted by the City Council, which include maintaining the City's positive reserves and free cash balances and conservatively managing expenditure and property tax levy growth, the City has been able to deal with the recent fiscal and other economic challenges in a responsible manner with a limited impact on service delivery.





This includes proceeding with a public investment program that will result in a projected increase in our annual tax supported bonding costs. Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times. It is not uncommon to see neighboring communities requiring Proposition 2 ½ overrides for Operating Budgets and/or for Debt Exclusions in order to fund capital projects.

The achievement of a lower property tax levy increase than projected was emphasized early in the budget process with the issuance of strict budget guidelines to City Department Heads for the development of the Operating and Capital Budgets. Department Heads were given very clear direction on the preparation of their budget submissions in relation to cost increases and the impact on the property tax levy.

The Budget process again included a review of all vacancies, with Department Heads required to describe the operational impact on their department if vacant positions were reduced. No initial increases in non-salary budgets were allowed, except for energy costs and operational costs related to new facilities. All operating items known to be increasing were to be absorbed within existing budgets and Department Heads were required to document the impact on their Operating Budget if cost increases were absorbed in their existing budget and supplemental requests were required to have a corresponding reduction.

City and school officials have worked collaboratively early in the Budget process to establish a financial guideline that could be adhered to by the School Committee without requiring additional resources later in the process. The School Department Budget, adopted by the School Committee, reflects an increase of 3% in FY13.

The Capital Pay-As-You-Go Budget (capital requests funded from property taxes) for FY13 is $1,225,000, a $275,000 decrease from the $1,500,000 budgeted in FY12. The following guidelines were put in place: departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved/funded amount received in FY12. All requests that exceeded the FY12 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY12 could submit an FY13 request but it was required to be submitted as a supplemental request.

Please see Section II for the Budget Calendar and further information on the Budget Process and Procedures.

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

- For the second year in a row, the City Council approved a water and sewer rate increase of 0% in March 2012 for FY13. This is the first time that the City has been able to produce a 0% rate increase for two consecutive years.
- In conjunction with the sale of $40.5 million in bonds in February 2012, the City of Cambridge continued to be one of approximately 27 cities in the United States to receive a "AAA" rating from the nation's three major credit rating agencies. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 1.64%. It should be noted that the interest rate received by Cambridge is approximately four-tenths of a percentage point lower than the interest rate received in comparison to other bond sales conducted that day by other Triple A communities and approximately seven-tenths of a percentage point lower than communities with the next highest rating grade. This difference is attributable to the credit market's favorable view of Cambridge as a very secure credit.

  In its rating opinion, Moody's Investors Service noted, "The Aaa rating reflects the city's large, diverse and stable tax base, which is anchored by prominent higher education institutions and a growing research and development sector. Also incorporated into the Aaa rating are a strong financial position which has performed well through the national economic downturn, management's consistently conservative approach to budgeting and expenditure management and a favorable debt profile supported by healthy enterprise systems and historically strong commonwealth school construction aid. Strengths include: large and diverse tax base anchored by stable universities; and robust financial position guided by sound management policies."

  In its rating opinion, Fitch Ratings noted that their rating rationale was based on the following: "Key Rating Drivers - Exceptional Financial Management: Management's conservative budgeting practices and prudent use of reserves has helped keep tax levy increases at moderate levels while the city faces growing operating costs; Above-Average Liquidity Levels: The city's positive financial profile is characterized by large reserves and ample liquidity. Additionally, the city's levy margin continues to grow favorably to the highest level in the city's history; Economic Diversity Promotes Stability: The stable presence of higher education, healthcare, biotechnology, and life sciences industries supports the well-diversified economy with low unemployment and above-average wealth levels; New Development Continues: Ongoing development within the city is projected to promote growth in assessed value, providing the city with tax levy

flexibility for operations and debt service; and Moderate Debt Levels: Debt levels are moderate and expected to remain manageable, aided by the city's rapid amortization rate."

- Standard & Poor's reaffirmed its "strong" Financial Management Assessment (FMA) of the City. An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. The strong rating indicates that the government maintains most best practices deemed critical to supporting credit quality and that these are well embedded in the government's daily operations and practices. Formal policies support many of these activities, adding to the likelihood that these practices will continue into the future and transcend changes in the operating environment or personnel.
- Executed the refinancing of three existing General Obligation Bonds, originally issued between January 2004 and February 2006, for 20 year terms at rates ranging from 2.5% to 4.25%, to a lower interest rate, due to favorable market opportunities. The expected savings over the remaining 12 years of these issues is $1.187 million.
- While the FY13 Budget maintains the current level of services and covers increased costs, with a modest increase in the property tax levy, savings were required to be identified. The FY13 Budget contains no increase in full-time positions. The Departments which reflect position decreases are: General Services (1), Veterans (1) and Community Development (2). The Departments that reflect position additions are: Department of Human Services (3) and Library (1).
- The FY10 Adopted State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in local aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise upon local acceptance for local use, and allowed a local option to increase the room occupancy excise by 2%. Both options were approved by the City Council in July 2009. The FY13 Budget uses $13.8 million from these two sources, which is an increase of $0.5 million from FY12.
- The Other Post Employment Benefits (OPEB) Working Group continues to oversee the implementation of Governmental Accounting Standards Board (GASB) 45. The Working Group made recommendations to the City Manager to accept Chapter 479 of the Acts of 2008, which provided for the establishment of an OPEB Liability Trust Fund. This trust fund is in an irrevocable trust and its assets can only be used to fund the OPEB liability. The Working Group also recommended providing initial funding to the OPEB Liability Trust Fund through a $2 million transfer from the Health Claims Trust account. Both recommendations were submitted to and approved by the City Council in December 2009. The OPEB Working Group also provided necessary financial information to the City's actuarial firm to develop an updated OPEB actuarial liability as of January 1, 2011. The FY13 Budget contains a $1 million appropriation for the OPEB Liability Trust Fund as additional funding. It is intended that this amount will continue to be recommended in subsequent budgets.
- Continued use of a vacancy committee created several years ago, consisting of the City Manager, Deputy City Manager, Finance Director, Budget Director and Personnel Director. This committee reviews requests from departments to fill vacancies as they occur. In some cases, position vacancies are held open by the committee.
- In FY13, non-union City and School employees and one settled collective bargaining unit will increase their health insurance contribution percentage from 18% to 20% in exchange for an additional .6% increase in salary over the scheduled 2.5% increase. In addition, effective September 2011, new non-union City and School employees and employees of some collective bargaining units which have settled have begun to contribute 25% towards their insurance costs.

- Every two years, the Cambridge Retirement Board performs an actuarial study to determine the level of yearly contributions needed to fully fund the Pension System's actuarial accrued (unfunded) liability by the year 2040, as required by the Commonwealth of Massachusetts. The latest actuarial study was completed as of January 2010. Based on this study and revised funding plan, a one-time allocation of $2 million was adopted in the FY12 Budget, which will allow the City to fund its unfunded pension liability by 2029. The next pension actuarial study is scheduled to be completed by mid-year.
- In FY11, the City successfully completed the triennial Department of Revenue (DOR) certification of real and personal property valuation process. In FY12, the City successfully completed a statistical validation of its values, which is required between full certification processes. The next DOR full certification process will take place in FY14.
- The Investment Oversight Committee continued to review cash investments on a quarterly basis. It monitored cash balances to ensure that cash was invested with safety and diversification taking priority over the best rates.
- Received, for the 27th consecutive year, the Government Finance Officers Association (GFOA) Award for excellence in preparation of the FY12 Operating and Capital budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting, for the 26th consecutive year.
- Section II of this document again contains formal policies on investment practices, debt management and fund balance reserves for approval by the City Council. This practice is recommended by the rating agencies and the GFOA. This practice, coupled with existing financial management practices, has resulted in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- In collaboration with the Purchasing Department, the Banking Services bid was advertized at the end of February 2012. The City received six very competitive bids and awarded the contract to the lowest bidder in the middle of March 2012.
- In collaboration with the Traffic, Parking and Transportation (TPT) Department, a new vendor was obtained for traffic meter coin processing. Both Finance and TPT coordinated a significant review of controls and procedures in place at the MBTA Charlestown coin processing operation. The coin processing started at the MBTA on March 1, 2012.
- Streamlined cost effective and efficient procedures for bids and contracts that were implemented in FY10. Vendors are notified how to download bids from the Purchasing website. Contracts are sent electronically to the successful bidder for processing. Fully executed contracts are emailed to the appropriate Departments. The Purchasing Department is a leader for online bids, which other Massachusetts Purchasing Departments use as an example.
- Collaborated with various regional partners and the General Services Administration (GSA) to execute contracts for road salt, fuel and radio equipment.
- Reviewed Assessor's neighborhood map to accurately reflect the current real estate market and refined the residential assessment model to 2010 market conditions, thereby reducing the number of overvaluation appeals.
- Continuing to collaborate with the Information Technology and Auditing Departments to create standards for online credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments. Also implemented the online credit card and Automated Clearing House (ACH) payments for Real Estate and Personal Property tax payments last fall. Expanded remote, electronic deposit of checks to more departments which has resulted in more timely deposits of funds.

- ***PRESERVE AND CREATE AFFORDABLE HOUSING ACROSS THE CITY FOR LOW, MODERATE AND MIDDLE-INCOME FAMILIES AND OTHER RESIDENTS.***

With the voters' acceptance of the Community Preservation Act (CPA) surcharge in 2001, the City's affordable housing program is now funded by a portion of the proceeds from the 3% property tax surcharge levied under the CPA. CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition, the City receives a matching amount from the state and has received approximately $44.6 million from this source since the inception of the program. Since these funds are deposited into trust funds established for the three CPA purposes, there are no direct allocations contained in this budget document.

Since the implementation of the CPA in FY02, $111.2 million has been appropriated/reserved for housing ($89 million), open space ($11.1 million) and historic preservation ($11.1 million). FY13 local revenues from the CPA are expected to be up slightly based on a higher property tax levy. In addition to the CPA funds raised locally, the City receives state matching funds, which will be available in October 2012. In prior years, the City received a 100% state match. However, the percentage match has decreased as a result of decreasing collections of fees at the Registry of Deeds and the increased number of communities participating in the program. The Department of Revenue estimates that the balance in the state trust fund will be sufficient to provide a first round match of approximately 22% of the surcharge levied by each city and town.

The Community Preservation Act Committee will be making its recommendations for the use of the FY13 CPA revenues of approximately $9.7 million from all sources during the upcoming months. Recommendations will be forwarded to the City Council for appropriation prior to the setting of the property tax rate.

The City, through its prior budget allocations to the Affordable Housing Trust, current allocations through the CPA and other commitments, has created or preserved in excess of 3,250 units of affordable housing since the end of rent control in 1995.

The FY13 Operating Budget for the Housing Division contained in the Community Development Budget supports a multitude of activities in support of this goal. The Housing Division supports the development of affordable rental and homeownership opportunities; provides education, counseling and financial assistance for first-time homebuyers; preserves long-term affordability of existing affordable housing; offers low-interest loans to homeowners to make improvements which protect the housing stock; oversees the inclusionary zoning ordinance; advances initiatives to increase access to affordable housing, such as inclusionary and incentive zoning; supports the City's non-profits in the development and management of affordable housing; coordinates with federal and state governments to leverage additional resources; and provides planning assistance and public information related to housing issues.

The FY13 Capital Budget contains $807,030 in continued funding for Housing Rehab and Development Programs. This funding, combined with funds from the federal HOME program, Affordable Housing Trust Fund and other public and private sources, finances preservation and renovations to existing affordable housing units and the development of new ones for low and moderate income Cambridge residents.

During FY12, the Community Development Department achieved the following in support of this City Council Goal:

- Worked with the Affordable Housing Trust, non-profit and private developers, and the Cambridge Housing Authority (CHA) to assist with the development of 795 affordable units with Community Preservation Act (CPA) funds in FY12. Significant accomplishments include preserving affordability of housing subject to expiring use restrictions through non-profit purchase of the 50-unit Craigie/Chapman Arms Apartments in Harvard Square and the 32-unit Norstin Apartments in Central Square. Preserved an additional 92 affordable units for seniors in the Riverside neighborhood and completed rehabilitation of 125 affordable units preserved in FY11 in Area IV and Inman Square. Completed rehabilitation of 128 single room occupancy (SRO) units at the YMCA and began major renovation of 108 SRO units at the YWCA in Central Square. Completed construction of 40 new affordable units in Cambridgeport and 19 new affordable units in the Wellington/Harrington neighborhood, which were awarded LEED Gold Certification for environmental building. Completed revitalization of 45 units at CHA's Jackson Gardens development while comprehensive redevelopment of 70 units at Lincoln Way continued.
- Provided education, counseling and financial assistance to first-time homebuyers. Through the homebuyer programs, the Housing Division educated more than 500 people, provided individual counseling to more than 125 homebuyers, and facilitated the sale of 12 affordable homeownership units to first-time buyers in FY12, helping to preserve the socio-economic diversity of the community. By facilitating the production and preservation of both rental and homeownership units, and a variety of unit sizes and configurations, the City is able to meet the affordable housing needs of a broad cross section of residents in all Cambridge neighborhoods. Through these programs and with assistance from City staff, more than 200 families have become homeowners in the past five years. CDD staff also worked with private developers to create more than 70 new affordable units through the City's Inclusionary Housing Program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.

- ***STRENGTHEN AND SUPPORT HUMAN SERVICES, PUBLIC EDUCATION AND OUT OF SCHOOL LEARNING IN CAMBRIDGE FOR THE BENEFIT OF RESIDENTS OF ALL AGES.***

The proposed FY13 Budget contains a recommended School Budget of $144,987,705, an increase of $4,268,445, or 3% over the current year. This appropriation supports the implementation of the Innovation Agenda adopted by the School Committee. With this change, Cambridge will become a district of junior kindergarten through grade 5 schools, with four upper school campuses that feed into the high school. For additional information on the FY13 School Budget, please go to page IV-390, or visit the Cambridge Public Schools Web page www.cpsd.us.

In addition to the recommended funds for the School Department, the City's Operating Budget continues to fund a wide array of programs and activities, which support not only this City Council Goal and Objective but other ones as well.

For example, within the Department of Human Services Programs (DHSP), the FY13 Budget continues to support the following:

- Funding for the Baby University program, Cambridge's version of the Harlem Children's Zone's Baby College, which works with parents of children birth to age 3 to enhance their parenting skills and connect them to a variety of community services so that they can better

promote their children's physical, emotional and educational development. Using grant and City funds, Baby U expanded its alumni programming to continue home visits, workshops and other learning opportunities for families who had completed the core program.

- Increased funding by $75,000 to provide the support necessary to accommodate the increased numbers of children with special needs enrolled in all of the DHSP's Out of School Time Programs.
- The Childcare and Family Support Services Division, which provides six licensed Pre-School programs and seven licensed After School Programs and the Center for Families. Together these programs serve 285 children in licensed programs and over 700 families in family support services.
- As a result of the Mayor's Blue Ribbon Commission on Early Education and Care, the Department is supporting additional professional development for family childcare providers as well as mental health and behavioral support to pre-schools and family childcare providers to help providers better serve children in their care.
- The King Open Extended Day Program (KOED), which provides a positive and safe out-of-school time setting that promotes the social, emotional and intellectual development of children.
- The Community Learning Center (CLC) supports the above City Council Goal as well as the Goals of valuing diversity and fostering community. The Community Learning Center, located at 19 Brookline Street, provides adult basic education classes to almost 1,000 adults each year. In FY13, the Community Learning Center and the Multi-Service Center will be moving into the renovated old police station, together with the administrative offices of the Cambridge Housing Authority.
- The Community Schools Division, which provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Community Schools also offer summer camps in most of the City's elementary schools. The FY13 budget includes funding for a new Community School Program for the Amigos School ($112,150).
- Through the Council on Aging, the budget supports daily meals, the senior food pantry, educational and wellness activities, multicultural celebrations and social services to meet the needs of Cambridge seniors. The Council on Aging is a key player in the planning and support for Aging in Community, an effort to help Cambridge residents remain in their home or in the community as they age.
- Through the Multi-Service Center, the budget supports continued services to homeless individuals and families and to those who are at risk of losing their housing.
- The Office of Workforce Development (OWD), whose mission is to expand employment and training opportunities for Cambridge youth and adult residents, does so by developing partnerships with employers, community-based organizations, schools and post-secondary institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.
- The Transitional Jobs program will be launching its ninth round in FY13, working with disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development and job search assistance to help find unsubsidized employment after program completion.

- The Mayor's Summer Youth Employment Program (MSYEP) will again serve approximately 950 youth in jobs throughout the city and offers workshops to increase participants' skills and career/college readiness. This includes collaborating with regional and state workforce development staff to take advantage of state funding for at-risk youth.
- The Youth Center Division will continue to offer programs through its network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. The Centers will again be sponsoring popular summer camps, year round pre-teen and middle school programs and teen intensive programs. The FY13 budget includes $15,000 for a summer internship program, which is a partnership between the Youth Centers and City Sprouts.
- The Recreation Division will continue to offer programming through the War Memorial Recreation Center, the Fresh Pond Golf Course, many of the City parks and the summer basketball league for young people. The Division will continue to sponsor its evening and Saturday recreational programs for individuals with special needs as well as its popular summer camp.

Other City Departments contribute to this Goal through a wide variety of activities, examples of which are listed below.

- The Community Development Department (CDD) sponsors the Employment Program Fund ($355,000) through the Just-A-Start (JAS) Rehabilitation Assistance Program, which trains and employs Cambridge youth to provide a range of low-cost housing rehabilitation, energy conservation and de-leading services throughout Cambridge and for the Cambridge Housing Authority.
- The Cambridge Public Library adds over 40,000 books, magazines, DVDs and CDs, and 10,000 e-books to the library's collection each year and makes them available to residents at no direct cost. The library also borrows 220,000 items from other libraries. Residents take home over 1,300,000 items and access 300,000 resources online 24 hours a day. In addition, the Library provides free or low cost admission to local museums to over 8,000 cardholders each year. The Library purchased 50 e-readers to circulate to cardholders.
- The Library's Adult Literacy Program provides over 5,000 tutoring sessions, computer classes and educational programs for adult learners, primarily new immigrants, and the library attracts over 50,000 children and teens to its programs that promote literacy development and encourage recreational reading. Summer reading by children and teens in FY12 increased 15%, to a record high of 96,231.
- The Water Department staff provides many guided tours of the Walter J. Sullivan Water Purification Facility and the Fresh Pond Reservation, holds Water Week (May) and Fresh Pond Day, all to educate both children and adults about the features and importance of Cambridge's water system. This location is used extensively by elementary school children to learn about the Fresh Pond Reservation as a habitat for the species that live within it. Water Department staff assists with many School Department educational events at the Maynard Ecology Center, a Cambridge Public School facility housed in the bottom floor of Neville Place, overlooking Fresh Pond.
- Support for the Second Annual *Let's Talk About Food Festival*, sponsored by the Museum of Science and the City, showcasing the myriad efforts locally and regionally to address how food influences our community, including sustainability of food access, addressing obesity and food safety. In its inaugural year (2011), over 7,000 visitors attended the event on the edge of the Charles River adjacent to the Museum of Science.
- Support for the annual Cambridge Science Festival (CSF). The CSF is a national leader among science festivals. Over the past five years, the CSF has grown to the point where it engages 50,000 people with science, technology, engineering and math through more than 100 different activities and events over 10 days each spring.

- The Cambridge Police Department, in collaboration with the Mayor's Summer Youth Employment Program, will continue to host a six week Cambridge Youth Police Academy. This is a unique opportunity for youth to learn about what police officers do on a day to day basis, and to teach youth the importance of maximizing out of school time with learning opportunities, while refraining from being involved in activities that could land them in trouble.

- ***FOSTER COMMUNITY AND SUPPORT NEIGHBORHOOD VITALITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO PARTICIPATE AND TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY AND VALUE AND SUPPORT THE RACIAL, SOCIOECONOMIC, CULTURAL AND RELIGIOUS DIVERSITY OF OUR CITY.***

The proposed FY13 Operating Budget continues to support and maintain the venues and activities in which citizens have the opportunity to know each other within neighborhoods and across the city, which also promotes the racial, cultural and socioeconomic diversity of Cambridge. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs, neighborhood planning and community meetings, oral history publications, a public health network, community schools and the scores of parks and play areas located throughout the city. Capital investments of over $300 million were made in recent years to provide a state-of-the-art public safety facility, which houses police and emergency communications operations, major renovations to the Main Library, War Memorial Recreation Center and CRLS, and construction of the West Cambridge Youth and Community Center.

In addition, the FY13 Budget contains support for facilities, roadways, sewer and water system improvements, playing fields and other public investment projects, which contribute to the preservation and enhancement of neighborhoods. In FY12, the City began the first phase of rebuilding or renovating its elementary schools by completing the designer selection process for the King Elementary School. A feasibility study is now under way as well as a continuing evaluation of total project costs, which will result in an appropriation recommendation to the City Council in the beginning of FY13.

A total allocation of $2,278,000 in the FY13 Capital Budget will fund a range of public building renovations, which include: design, engineering for and replacement of the City Hall slate roof ($2,000,000); an additional $100,000 to support the replacement of the Ryan Garage and Simard Building roofs, including structural improvements; and an assessment of the condition of the HVAC systems in 36 non-school buildings, to provide a recommended replacement plan based on health and safety issues, useful life expectancy, repair history and energy efficiency of the existing systems ($75,000). Also, included in this total are funds to address carpeting, flooring and furnishing needs in City buildings ($25,000); furnishings for the Area IV and Gately Youth Centers, to meet programming needs ($48,000); and replacement of the existing restroom tile floor at the Frisoli Youth Center with a poured sealed floor ($30,000).

Another way that the Budget supports these City Council Goals is through committing significant resources to a variety of major open space projects. The City has renovated over the last several years several parks, including Donnelly Field, Lowell Park, Squirrel Brand Park, Dana Park, Gold Star Mothers' Park, Alden Park, Russell Field Complex, William G. Maher Park, Jill Brown-Rhone Park at Lafayette Square, Father Callanan Playground at the Tobin School, Trolley Square Plaza, Greene-Rose Heritage Park, Clement Morgan Park, Alexander Kemp Playground at the Cambridge Common, an off-leash dog run at Danehy Park, and the City Park on Memorial Drive at Western Avenue in the Riverside neighborhood. In addition, the replacement of the existing artificial turf on one of the soccer fields at Danehy Park and the resurfacing of the

running track were completed in FY12. Planning and design activities are underway for the Rogers Street Park and the Triangle Park in East Cambridge funded from Alexandria Real Estate (ARE) mitigation funds and a new park is being planned from Google mitigation funds.

The FY13 Capital Budget includes $1,540,000 for the renovation of one full size soccer field and one youth size soccer field at Danehy Park, encompassing design, regrading, new drainage and installation of new synthetic surfaces and $50,000 has been included for improvements to Pacific Street Park, including drainage and surface materials for the Dog Park, additional seating and other amenities, and a review of current park uses and potential for expansion of the off leash area.

The City sponsors, supports, permits and enables a wide range of neighborhood events that foster community. A variety of City departments supported over 200 special events in FY12, ranging from large festivals to neighborhood block parties and youth events, through the coordination of the interdepartmental Special Events Committee and the provision of basic services. These events include over 75 outdoor and scores of indoor events, neighborhood meetings to discuss public safety or infrastructure improvements, and workshops that bring people together on specific topics.

Other examples of efforts to support this goal, for FY13, include the following:

- CDD support for the design process and DPW support for the construction and maintenance of Alberico, Fulmore and Nunes Parks.
- In order to continue the program of making public facilities more accessible to people with disabilities, $50,000 has been recommended in the FY13 Capital Budget.
- $30,000 has been included in the FY13 Capital Budget to support the conservation and maintenance of the public art program, which will allow for the ongoing maintenance, treatment and reassessment of the collection.

These City Council Goals are also addressed through the following examples:

- Through the Human Services Department’s Community Engagement team, outreach workers representing the linguistic and racial diversity of the city work within their communities to help connect families to services and to help engage them in civic life. The Community Engagement team worked with the School Department to sponsor a special Saturday kindergarten registration event for linguistic minority and other hard to reach families to help them to register their children for kindergarten.
- The Department of Human Services and its early childhood partners provided parent support and fostered community through a network of parent/child playgroups, family fun days and dances and family literacy events, and increased the number of fathers participating in workshops, support groups and community building events by almost 70%.
- The Employees' Committee on Diversity (ECOD) organized a variety of presentations, films, lectures and cultural awareness events open to all City employees. ECOD has developed a welcoming committee and an executive advisory board, consisting of nine department heads, as well as an employee book club, as part of a citywide recruitment effort. ECOD members assist with the Personnel Department's mandatory diversity training for all new employees.

- Continued to work with the community on efforts to improve the infrastructure, quality of maintenance and appearance of Central Square. Efforts have included participation in the Red Ribbon Commission, the Central Square Business Association, and the newly-formed Central Square Advisory Committee, as well as efforts to control litter by increasing the number of sealed solar compacting rubbish receptacles and public area recycling receptacles, and continuing an aggressive graffiti removal and power-washing program.
- The Office of Affirmative Action (OAA) collaborated with the Affirmative Action Advisory Committee, Personnel, Fire and Human Services Departments, and the Commonwealth of Massachusetts, Human Resources Division to promote the Municipal Firefighter Exam. OAA sponsored an informational Open House with guest speakers from the Commonwealth's HR Division and City of Cambridge Fire and Personnel Departments.
- The Cambridge Police Department's and Human Service Department's "door-to-door" campaign involved various housing developments and surrounding neighborhoods, wherein staff from various City departments (Police, Human Services, Public Health) and organizations (Cambridge Housing Authority, Margaret Fuller House) introduced themselves to residents, identified resources that are needed by the community and advised the community about resources that are currently available. These door-to-door campaigns included: information about forums that were held within the community, on employment for youth in the summer, summer camp and other resources for children and families; the transitional job program; crime updates; and CPD's community policing programs that support neighborhood initiatives. This outreach initiative will continue in FY13, with a focus on some additional neighborhoods and follow up with neighborhoods already involved in the initiative.
- The Cambridge Public Library attracts over 50,000 residents each year to library sponsored book discussion groups, English conversation groups, toddler sings, author visits, neighborhood pot luck dinners, lectures and other kinds of events that foster community and support neighborhood vitality. The library also matches volunteer tutors with adult learners who wish to improve their reading and writing skills. The Main Library, O'Neill and Central Square Branches provide space for community groups to meet and present programs to the general public. The Library estimates that 400 groups will take advantage of this service in FY13.
- The License Commission, in conjunction with the City's Special Events Committee and other city agencies and local non-profits, processed applications and issued over 1,000 one-day Entertainment, alcohol and Open Air festival licenses for events being held throughout the city.
- The Community Development Department (CDD) worked with the Department of Human Service Programs to support the Mayor's Silver Ribbon Commission that focused on current and future housing options for seniors, in order to identify ways for older residents to age in the community. Also, CDD schedules regular planning updates within each of the city's 13 neighborhoods, which entail interdisciplinary conversations and result in specific action plans to be implemented within short and long-term time frames. CDD provides a range of information and materials to the public designed to provide clarity and support effective community process.
- The City worked with the community, businesses and property owners and two advisory committees to refocus the vision for Kendall Square, Central Square and the transition area between them, and to produce recommendations addressing an appropriate mix of uses, development potential, enhanced activation of the squares, open spaces, urban design character, long term sustainability, transportation and infrastructure improvements. Also, the City continued implementation of recommendations of the Charles River planning study, which focused on access to and experience of the waterfront; worked with neighborhood groups and DCR to address amenities, including a pilot food truck program and infrastructure.

- ***PROMOTE A HEALTHY COMMUNITY AND ENVIRONMENT TO ADVANCE CAMBRIDGE AS A LEADER IN PUBLIC HEALTH AND ENVIRONMENTAL SUSTAINABILITY.***

City Departments continue to implement strategies to demonstrate progress in achieving this City Council Goal. The City was one of the first 35 communities in Massachusetts to be designated as a Green Community by the Commonwealth and implemented energy efficiency projects in municipal and school facilities, prioritizing projects with a high return-on-investment as part of year four of the Green Communities Plan. This year's projects include 30 buildings for a combined projected annual savings of 15,150 Million Metric British Thermal Units (MMBTU), while avoiding $486,854 in costs and 2,290 tons of CO2 emissions.

In addition, the City sponsored the 4th year of Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduces Cambridge high school students to environmental sustainability topics and it continues to support Cambridge GreenSense, a municipal employee energy and sustainability awareness program to improve energy efficiency throughout City government.

The City continues to purchase replacement vehicles in accordance with the City's Green Fleet policy, including three fuel-efficient pick-up trucks and an electric vehicle. In FY12, an electric vehicle charging station was installed at the DPW facility for DPW use on weekdays and public use on evenings and weekends. This station is one of seven installed across the City using a grant from the Massachusetts Department of Energy.

Throughout FY12, the City has prepared to launch bicycle sharing in Cambridge as part of the regional Hubway system, which substantially increases options for connecting people to transit, homes, businesses, retail and recreation throughout Cambridge and beyond. This included securing approximately $900,000 in federal and state grants for the program. In addition, 350 bike racks have been installed, providing parking for more than 700 bikes in major squares and other popular Cambridge destinations.

The City is anticipating an award of Silver certification, or better, by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification program for the Cambridge Rindge and Latin School renovations.

For FY13, the City is working to achieve energy efficiency goals in support of a healthier environment through a variety of efforts, including the following:

- In FY13, the City is investing in two significant energy efficiency projects: operational and facility improvements at the Walter J. Sullivan Water Treatment Facility ($1.6 million in FY12 and FY13 from the Water Department Capital Budget) and the first phase of converting citywide street lights to LED over the next three years. It is anticipated that an appropriation of approximately $2 million will be recommended from Free Cash in fall 2012 to fund the first phase of the LED street light conversion.

  Water Department energy projects include: boiler replacement, variable frequency drives (VFDs) on chilled water pumps and raw water pumps, LED lighting installation and installation of Photovoltaic (PV) Solar Panels on the facility roof.
- A total of $525,000 from parking sticker revenues will be allocated in FY13 as follows: $145,000 will fund additional energy efficiency projects, including $75,000 for municipal buildings and $70,000 for school buildings; $280,000 will be allocated towards the bike share

program for year two of the contract and $100,000 is being used to support a community energy outreach manager position and interns in the Community Development Budget.

A healthy and sustainable environment is supported through a broad range of efforts and public improvement projects, including the following efforts undertaken in FY12:

- Began the Cambridge Park Drive Area Drainage Improvements and Stormwater Wetland Project, which is a key element of the Alewife Sewer Separation Project, through which combined sanitary wastewater and stormwater infrastructure in the Huron Avenue and Concord Avenue neighborhoods east of Fresh Pond will be separated. Construction of this project will provide significant environmental benefits by eliminating the existing combined sewer outfall servicing the area, and incorporating significant stormwater management quality controls in the Concord Avenue and Fresh Pond Parkway areas, thereby reducing the discharge of pollutants to the Little River and Alewife Brook. Also included in the project is construction of a 3.4-acre stormwater management wetland just west of the MBTA's Alewife Station that will store and treat stormwater runoff before it enters the Little River. The wetland will provide an urban wild for the community to enjoy, with passive recreation and environmental education, an amphitheater, interpretive signage, overlooks and boardwalks.
- DPW continued to collaborate with the Community Development Department on a vulnerability/resilience assessment as part of climate change adaptation planning efforts, to enable better planning for potential increases in extreme weather and sea level rise.
- Began treating all salt used during ice and snow clearing operations with a liquid, corn-based deicer that improves the effectiveness of the ice-melt and reduces its corrosiveness and adverse environmental impacts.
- Increased recycling by 6% as compared to FY11, while decreasing tons of trash disposed by over 2%.
- Initiated a feasibility study of a curbside food scraps collection program for residents as part of the first year of a two-year grant from the MA Department of Environmental Protection.
- Expanded lunchroom composting at the Peabody, Cambridgeport, Tobin and CRLS Culinary Schools, while continuing the existing program at the King Open and Graham and Parks Schools.
- Installed more public area recycling bins in Central Square, along Cambridge Street, and at 36 parks and recreational areas across the city.

Ongoing efforts to respond to environmental goals in FY13 include:

- In FY13, a total of $3.4 million is allocated in the Capital Budget to support water system and energy conservation improvements. Of this amount $1.6 million is dedicated to energy conservation improvements as noted above. In addition, $17,037,645 has been recommended for sewer reconstruction work primarily to continue sewer separation and a stormwater management program in the Alewife area.
- Removing the remaining 42 common manholes in Cambridge, bringing the total number of manholes separated during the past 12 years to 312 and completing a major effort to improve stormwater quality and decrease sewer backups.

- Completing construction on the following major sewer and stormwater projects: the new outfall at Land Boulevard, the Myrtle Magnolia Sewer Separation Project, the Cambridge Park Drive Area Drainage Improvements and Stormwater Wetland Project, and improved sewer connections to the MWRA system in Harvard Square.
- Complete the feasibility study of a curbside food scraps collection program for residents and a possible pilot program for 500-800 households as part of the first year of a two-year grant from the MA Department of Environmental Protection.
- Expand lunchroom composting to a total of 8 Cambridge Public Schools in collaboration with the School Department.

The FY13 Budget includes a $6,500,000 allocation to the Cambridge Health Alliance (CHA) to support public health and a healthy community. CHA has remained a vital asset to the citizens of Cambridge since its establishment by home rule legislation on July 1, 1996. CHA is a nationally recognized public, academic health care delivery system that provides comprehensive clinical, public health, teaching and research programs in the City of Cambridge. It is comprised of three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites and the Cambridge Public Health Department. CHA is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine.

The Cambridge Police Department, through a partnership with the Cambridge Public Health Department and the Cambridge Prevention Coalition, is now an approved controlled substance collection site for residents of Cambridge. This initiative has many benefits including: preventing children and animals from being poisoned as a result of finding and ingesting unused drugs, preventing the drugs from being scavenged and illegally sold, and preventing these environmental toxins from being flushed down the toilet or sink causing the toxins to contaminate our drinking water and soil. The CPD also collaborates with the Department of Public Works during Household Hazardous Waste Collection Days to offer the prescription collection program off site. In addition, the CPD participated in the National Drug Take Back Day sponsored by the Department of Justice Drug Enforcement Agency.

The Cambridge Police Department, in partnership with the Cambridge Prevention Coalition, is in the process of establishing the Marijuana Education and Engagement Prevention Program (MEEPP), a program working toward decreasing usage of marijuana among CRLS students. This program works to educate CRLS students and their parents of the dangers associated with marijuana use and works to debunk myths associated with the effects of marijuana, in an effort to encourage students to make healthy decisions.

The Cambridge Police Department, in collaboration with the Cambridge YMCA, has been offering a free biweekly boxing program to Cambridge teens. In addition to providing teens with a healthy avenue to release stress, the Cambridge Boxing Program also promotes exercise among Cambridge teens.

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

- Named a Tree City USA by the National Arbor Day Foundation for the 19th consecutive year, and named a winner of the more prestigious Growth Award for the 4th consecutive year.
- Launched the Junior Forester Program, through which young people can volunteer to help a young tree grow healthy and strong by weeding, watering and mulching. In year one of the program, 40 Junior Foresters earned their badges.

- Utilized Urban Forestry interns to conduct special projects, including conducting a summer Water-By-Bike/ Tree Ambassador Program, completing a citywide tree inventory/ planning study, and producing web-based resources for the public (including tree care videos and a map-based tour of the Main Library's trees).
- Installed parking for 275 bicycle parking posts, funded by the Energy Efficiency and Conservation Block Grant (EECBG), and continued programs to improve conditions for cyclists, pedestrians and transit users.
- Cambridge was again named America's Most Walkable City by Prevention Magazine.
- Planting of 300 street trees in public areas throughout the City, and improving the health and longevity of young street trees by expanding the Junior Forester Program to include 75 participants and by sponsoring another summer Water-By-Bike Tree Ambassador program. The FY13 Capital Budget includes a $100,000 allocation for an ongoing program to perform structural pruning to approximately 600 trees throughout the city and Cambridge Cemetery.
- Commenced implementation of the new zoning arising from the work of the Green Building Task Force regarding environmental standards for new construction and recommendations concerning wind power, solar power and removing zoning impediments to energy efficient building measures. In FY12, worked with the Planning Board to review several projects implementing this zoning.

- ***PROMOTE DOING BUSINESS IN CAMBRIDGE AND WORK TO STRENGTHEN OUR MUTUALLY BENEFICIAL PARTNERSHIPS WITH BUSINESSES AND UNIVERSITIES.***

Cambridge has been fortunate that it has been able to operate within the confines of Proposition 2½. It is important to understand that new development is one of the keys to our continued success, as well as the ability to generate non-property tax revenues while controlling expenditure growth. It is also important to maintain a reasonable tax rate for both commercial and residential property owners and reliable water and sewer services at affordable rates. By achieving these goals, Cambridge will continue to be a place where individuals and businesses want to visit and/or locate.

The Cambridge Office for Tourism (COT), with a budget of $417,700, is a non-profit agency that serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. COT seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, COT seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy. The Office produces printed collateral material to assist visitors, including a Cambridge bookstore guide, a seasonal Calendar of Events, a marketing brochure, a dining guide, a historical walking guide and a comprehensive Visitors Guide.

COT launched a completely revamped tourism Website, with sophisticated enhancements to improve user interactivity, which integrates links to Twitter and Facebook. A 30-second video link will encourage participation in new features. Also, COT has developed a mobile Website that will be compatible with smart phones and handheld devices. COT has again purchased a Cambridge section on Trip Advisor, still the most popular and utilized travel Website, that features Cambridge hotels and restaurants via rotating advertisements, events listings, maps marking points of interests and editorial content. In coordination with the City, COT supports the software system Trumba that allows for one central calendar of all events to be on the Tourism and City Websites.

In support of this City Council Goal, the Public Information Office (PIO), has promoted these efforts and informs Cambridge citizens, City staff, businesses, institutions and the general public through a range of outreach efforts, including the following: produced and mailed the CityView newsletter to over 49,000 Cambridge households in November and May; produced the 2012-13 edition of The Cambridge Life Magazine & City Resource Guide; managed and posted daily information on the City Website home page, keeping content fresh and updated; and provided ongoing support to City departments requesting publicity assistance, Website postings and online Website calendar assistance.

As part of the FY12 Budget process, the City Council appropriated additional funds to the Information Technology (IT) Department for the development of mobile applications, a citizen complaint system and an optimized search function. All of these initiatives have been completed. In addition, an E-Gov Executive Committee was formed. While the IT Department has employed a planning process, incorporating input from across City departments and from a range of stakeholders, evaluating suggestions, input and cost considerations as part of its determinations on priorities, the creation of an E-Gov Executive Committee will allow the City to develop a more formal procedure for prioritizing projects and assisting in development of an IT Strategic Plan. A formal IT Strategic Plan will allow the City to continue to address the ever-expanding interest in keeping pace with technology, which will enhance City service delivery and municipal government communication. Included as part of the E-Gov team are several residents of the City of Cambridge with ties to MIT, Google, Microsoft and a local technology entrepreneur. This committee is hosting its first public meeting, the Information Technology World Café, on May 10, 2012, which will allow the general public to provide input to the overall Information Technology planning process.

During FY13, this committee will be assessing two areas of technology that will require supplemental appropriation. The first initiative is the CRS system, which is over five years old and requires an upgrade and major enhancement for which new software will be purchased and implemented. The second area is new innovation. The E-Gov committees (Executive and Project Management), which include knowledgeable technology representatives from the community as noted above, will consider the public input from the IT World Café, and will plan and prioritize initiatives that will increase transparency and will plan development of new and innovative applications.

The IT Department has completed the following projects this year:

- Launched new City, CDD and Police websites.
- Evaluated and assisted with selection of a vendor for Inspectional Services Department Permitting Software and provided technical support for the implementation.
- Developed, launched and updated the Cambridge iReport web and mobile applications. These enable reporting potholes, missed rubbish and recycling pickups, defective streetlights, graffiti, unshoveled/icy sidewalks and rodent sightings. These applications make service requests easier, while increasing DPW operational efficiency and automating notification about the status of requests.
- Launched Cambridge Alert Network.
- Added online payment for DPW permits.
- Implemented Google Translation and Search options to website.
- Added tracking of individual City Councilor’s votes that can be viewed on the website.
- Added transfat inspection tracking and reporting to Inspectional Services’ Food Service Inspection web application.

- Performed a review of the City Website for compliance with Disability Act Section 508 and identified improvements to achieve compliance.
- Completed the design and setup of the new CRLS VoIP network.
- Developed new interactive GIS Websites, which are embedded in updated departmental Web pages. First pages were for Community Development, with themes that include special permits, parks, economic development, green buildings and renewable energy systems.
- Provided technical support to the Election Commission for the redistricting of the Wards and Precincts from new data obtained from the 2010 U.S. Census data and developed a series of new maps associated with the new voting districts and legislative boundaries.
- Enhanced historic 1947 aerial photography, which is in GIS and on the City Website. Began scanning and adding 1978 aerial photography in GIS.
- Assisted the Community Development Environmental Planner and their collaborative partners with projects involving renewable energy resources, including urban tree canopy, rooftop solar potential and energy efficiency through thermal imaging.

The IT Department recently hired a web innovation developer, to develop and implement new technology and improve City services delivered on the Internet and through mobile devices, as part of the City's Information Technology Web team. In addition, an allocation of $215,000 in the Capital Budget will fund: replacement of personal computers, the continued upgrade of department websites, introducing more mobile websites and mobile applications, upgrade of the City fiber optic and VoIP network and enhancements to the GIS Web tools for public access to more user friendly maps.

The Department of Public Works (DPW) launched its Facebook page (Facebook.com/CambridgeDPW), providing members of the community another option for getting information and updates from the Department. Public Works continues to explore ways to better utilize social media, working in collaboration with other departments as part of the E-Government process. DPW will continue to strengthen and broaden social media efforts by improving its Facebook and YouTube pages and launching a Twitter account. Also, IT and DPW will continue to work on improving its response time to iReport requests through a pilot mobile technology program to connect street maintenance staff in the field to the work order system via laptops and tablets.

The Economic Development Division of the Community Development Department provides support to the Cambridge business community through a variety of programs and activities. The Division provides services in the following areas: commercial district revitalization (including the Façade Improvement and Best Retail Practices programs); technical assistance to existing and start-up entrepreneurs; support for women- and minority- owned businesses; programs to encourage workforce development, in emerging sectors; and real estate information in support of the City's development districts and neighborhood retail areas. The Division also maintains close relationships with existing larger businesses to retain major employers and works to attract new businesses to the City.

In addition, CDD regularly attends meetings of associations representing the city's businesses and provides technical assistance to facilitate their efforts to keep Cambridge's commercial districts and corridors vibrant. The City works actively through government and regional collaboration, and directly with organizations to recruit new businesses to Cambridge and to fill vacant commercial space. Cambridge also collaborates with its educational institutions on a variety of levels to ensure that city residents have the opportunity to share in the many resources provided by the

presence of these institutions. These collaborations have resulted in tangible advances in the City's climate, housing, open space, transportation and infrastructure, education, arts, and human service initiatives.

The City continues to support within the Capital Budget the Façade Improvement Matching Grant Program ($100,000). In support of the City's workforce development efforts, $81,000 will be allocated to the Biomedical Careers Program, run by Just-A-Start, to help low-moderate income individuals obtain skills for jobs in the bio-medical industries.

Additional examples of continued work to support this City Council include:

- Provided assistance to over 140 existing and potential Cambridge entrepreneurs through small business educational workshops including "Steps to Starting Your Own Business," "Quickbooks for Restaurant Owners," "Quickbooks to Track Customer and Job Profitability" and "Enhancing Your Marketing Strategy." Offered 12 two-hour financial literacy workshops for Cambridge residents on topics such as budget and credit management, savings and banking basics.
- Building upon earlier public discussions and the Central Square Intercept Survey, supported the Red Ribbon Commission in its efforts to enliven the Square. Provided technical assistance to residents and businesses in their initiatives to increase outdoor entertainment and enhance the economic environment in Central Square. Also performed an Intercept Study in Kendall Square to support the efforts of the Kendall Square Planning Study.
- Through the Retail Best Practices Program, assisted 32 Cambridge retailers and provided 10 matching grants for interior and marketing improvements to businesses. Through the Façade Improvement Program, provided matching grants for 10 commercial storefronts and provided architectural design services to 12 additional businesses.
- Provided technical assistance to further strengthen the recently-established East Cambridge Street Business Association and Kendall Square Association, in a continuing effort to support the city's commercial districts and corridors.
- Marketed Cambridge as a desirable location for business at networking events and conferences and by working with existing and potential new companies, with emphasis on biotech, life sciences and green technology firms. Initiatives include collaboration with state and regional business development officials to prepare for a Cambridge presence at BIO2012, the world's largest biotechnology convention, which will be held in Boston in June to attract additional life sciences companies to Cambridge. Assisted with permitting for expansion of Microsoft, Google, Novartis, Biogen Idec and Pfizer.
- Continued payments in lieu of tax (PILOT) agreements that the City has negotiated with Harvard University, MIT and other institutions. Not only do these agreements provide additional revenue to the City each year, but they also provide long-term revenue protection and stability.

- ***PROMOTE PUBLIC SAFETY AND ADDRESS THE CHALLENGES AND OPPORTUNITIES FOR MULTIPLE MODES OF TRANSPORTATION TO SAFELY SHARE ROADS AND SIDEWALKS.***

The FY13 Budget provides significant resources to support this Goal. The total Public Safety Budget for FY13 is $107,945,475, or 22.1% of the Operating Budget, and includes the following departments: Animal Commission, Fire, Police, Traffic, Parking and Transportation, Police Review and Advisory Board, Inspectional Services, License, Weights and Measures, Electrical and Emergency Communications.

The FY13 Budget includes $40.1 million to support a Class 1 rated Fire Department with neighborhood fire stations and an accredited ambulance service. The Insurance Services Office (ISO), through its Public Protection Program, has continued to give the City of Cambridge Fire Department a Class 1 designation, the highest rating a fire department can receive. The Class 1 designation reflects the City's ability to contain and control fires. Of the more than 37,000 fire departments in the United States, only 62 are currently classified as Class 1. Cambridge is the only department in Massachusetts rated Class 1.

The FY13 Capital Budget contains $1,245,000 to provide funding for the replacement of two Fire vehicles, including a new ladder truck, which will replace a 1994 ladder truck. The new ladder truck will be equipped with thermal imaging cameras and all new equipment for the rapid intervention team, and will have a highly efficient diesel engine. The second vehicle is a 1,250 gallon pumper, which will replace a 1991 pumper. This vehicle carries a fire hose, medical supplies, specialized equipment and will have efficient emission controls and energy saving features. In addition, $25,000 has been budgeted to provide funding for miscellaneous renovations and repairs at various fire stations. Utilizing the in-house carpentry crew has enabled the department to complete small projects in a timely fashion, in an effort to prevent delayed maintenance items from becoming large capital projects.

The FY13 Budget includes $45.6 million to support the Police Department. It should be noted that after historic lows were recorded in 2009 and 2010, serious crime in Cambridge fell in 2011 to its lowest level since 1963. The Police narrative provides extensive detail on its initiatives, performance measures, goals and crime statistics. The 2011 customer satisfaction responses collected from incident reports rated the Department at 89% satisfaction with Overall Response and 98% satisfaction with Professionalism of Officer Conduct. In FY12, the Department has worked to increase the availability of the assessment forms to all citizens of Cambridge by providing an online survey and by providing surveys in all public libraries. Several initiatives have been instituted to continue to promote effective community partnerships, predictive deployment and enforcement strategies, and programs to address crime prevention and quality of life issues. These initiatives continue to support the Department's goal of building and maintaining relationships as well as solving problems in the community that affect public safety. In addition, Department participation in social media, such as Facebook and Twitter, as well as increased communication with the community through information and alerts sent via Citizen Observer, is helping the Department improve its achievements toward the goal of being as transparent as possible. The Police Department is identifying key initiatives, major goals and measurable steps for assessing service delivery to the residents of and visitors to Cambridge.

In addition, the Police Department, in collaboration with the Department of Human Services Programs (DHSP) and the Cambridge Health Alliance (CHA), continues its involvement with the Safety Net Collaborative, a diversion program for Cambridge youth and their families. The Department works with the Pedestrian Committee, Bicycle Safety Committee and other agencies on transportation issues. Members of the Department are assigned as liaisons to work with groups to promote alternative means of transportation and to work on the many transportation

challenges in Cambridge. The Police Department also collaborates throughout the year with Cycle Kids, Inc., a program focused on healthy lifestyles, bicycle safety and safety based curriculum, to educate youth on safe and effective bicycle operation in the city. Lastly, the Police Department initiated a law enforcement in-service training program to incorporate officers from the Harvard University and MIT Police Departments. This effort sought to promote high level training to all officers within the police departments in the city, to ensure common police practices are instituted in the community. This combined training initiative provides a tremendous opportunity for officers to build relationships with university police, mutual understanding of department policies, and a learning opportunity for the officers in attendance.

In FY 12, the Electrical Department staff relamped all of the streetlights in neighborhoods 3 (Wellington Harrington) and 4 (Area Four). In addition, the Department implemented a pilot test of LED streetlights on Rindge Ave. from Sherman Street to Alewife Brook Parkway. The pilot allowed for a review of how well the streetlights perform with regard to color, light levels, light trespass onto private property, dark sky issues, energy savings, maintenance and the perceptions of the abutters and will assist in the development of this project to the next phase. An FY13 Capital Budget allocation of $35,000 will be used to continue an ongoing program of replacing approximately 35 deteriorating steel street light poles with new aluminum poles.

The License Commission works to promote public safety by conducting inspections of licensed alcohol establishments. Inspections are carried out in conjunction with the Inspectional Services Department and Fire Department. There are currently 271 licensed liquor establishments in the city. The Commission also conducts routine investigations of all other categories of licenses to ensure safe and proper conduct of business. In addition, the Commission continues to work closely with the Cambridge Licensee Advisory Board to educate establishments regarding underage drinking. Last year, the Commission participated in workshops on how to successfully open a restaurant. To assist with the development of the Kendall Square area, the Commission's Board issued new, no-value alcohol licenses to applicants wanting to open in that area who would otherwise be without alcohol service.

The License Commission also strives to maintain a safe taxi industry. Semi-annual inspections are carried out. In addition, taxi school instruction increased from 3 days to 5 days, with a 60 day probationary on-the-job training period for all new drivers. The Commission continues to work toward reducing complaints and increasing professionalism in the industry and has instituted an annual meeting with medallion owners to keep them up to date with industry standards and requirements.

The Traffic, Parking and Transportation (TPT) Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. In support of this Goal, TPT continues to install and maintain pavement markings that support the needs of pedestrians and bicyclists for bicycle lanes and crosswalks. Well marked travel lanes improve safety for all travel modes. Bike lanes and metered parking have been added on First Street.

TPT performs traffic signal coordination to manage traffic volumes, while allocating time for safe use by pedestrians and bicycles. Pedestrian countdown timers and walk indicators, just before vehicles get their green signal, support pedestrian safety. TPT provides transportation review of large development projects, which has allowed the approved parking supply to match need, without reaching over-supply. In concert with the transportation demand strategies being implemented at these projects, the percentage of commuters driving to work has declined, while use of transit, walking and bicycling has increased. Due to these efforts, only 42% of commuters drive to work. This positions Kendall Square to support increased development of jobs, housing and retail activity within the existing roadway infrastructure.

The FY13 Capital Budget contains $850,000 to support: traffic signal repair and upgrades ($330,000), parking garage repair and upgrades ($100,000), parking meters ($70,000); bike rack program ($50,000); and traffic calming ($300,000), which focuses on redesigning streets to improve the comfort and safety of people walking, biking and driving on them.

The Public Works Department issued the fourth update to the City's *Five Year Sidewalk and Street Reconstruction Plan*, which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location. This year's Plan continues to emphasize a "complete streets" program, where streets are designed for all users—pedestrians, cyclists, bus riders, drivers and residents— and includes more sidewalk reconstruction and missing ramp reconstruction on major arterials to increase accessibility for pedestrians. The Plan also emphasizes tree planting and protection during construction.

The FY13 Capital budget includes $4,214,730 in funding from various sources in support of roadway and sidewalk improvements. Also, $5,000,000 has been budgeted for the reconstruction of streets and sidewalks, and the installation of new lighting, street furniture, trees and other beautification measures, in support of the overall long term upgrades envisioned in Kendall Square. An additional $332,000 is allocated in the FY13 Capital Budget to fund the Waverly Street Path Construction, which will complete a section of a multi-modal path, further linking Cambridgeport to the Grand Junction and the at-grade crossing at Fort Washington. An allocation of $250,000 from the Parking Fund Balance will be used for the first phase of a design and community process on Mass. Avenue between Beech Street and Alewife Brook Parkway, to have this project included in the Transportation Improvement Program (TIP) to be funded for construction.

The City has significantly expanded the City's snow operations to include snow removal at bus stops and corner ramps along high-volume bus routes after significant snow accumulation and continued to improve public information related to snow by updating the sidewalk snow and ice informational brochure that is mailed annually with water bills, posting the City's snow operations manual online, offering CodeRED as a tool for the community to receive snow emergency notifications by phone, text and e-mail, and launching Cambridge iReport to enable residents to report unshoveled and/or icy sidewalks by web or mobile phone.

OUTLOOK AND CONCLUSION

The economic outlook for the City both in the short and long-term is very favorable. This is evidenced by the fact that from 2006 through the fall of 2011, the inventory of commercial real estate grew, adding 1.2 million square feet. 900,000 square feet is under construction with an additional 5.4 million square feet currently in the permitting stage or permitted and ready to go.

Cambridge has maintained and strengthened its position as a national leader in life sciences and high tech. The Greater Boston cluster was recognized as the best established life sciences cluster in the nation by Jones Lang LaSalle in November 2011. The Cambridge submarket was described as "the core of the Massachusetts life sciences industry." Preeminent research institutions such as MIT, Harvard, the Broad Institute and the Whitehead Institute act as a magnet for commercial investment in the city.

At a time when construction starts have stalled nationally, Cambridge is in a life sciences and high tech building boom. Massachusetts Institute of Technology Investment Management Company (MITIMCO) has broken ground on a new 183,000 square foot research facility for Pfizer in a new

230,000 s.f building. Biogen Idec is building 303,000 square feet of new office space on a site owned by Alexandria Real Estate Equities and plans an additional 188,000 s.f. expansion on a site owned by Boston Properties. Boston Properties has begun construction on a 250,000 s.f. expansion for the Broad Institute and is completing the renovation of 113,000 square feet of office space for Microsoft to expand and consolidate its operations in Kendall Square along with Google's proposed expansion. Skanska is developing a 108,000 s.f self-financed building to tap unmet need for first class office/R&D space. Novartis has begun work on adding 573,000 s.f. to its Cambridge campus, including an iconic new building designed by Vietnam Memorial designer Maya Lin.

The Broad Institute, a joint venture of MIT, Harvard and Harvard affiliated hospitals, provides a new model for collaboration across disciplines and organizations. Its deliberately ambitious goal is to transform medicine, and its expanded presence in Cambridge serves as a beacon to many commercial life sciences companies who want to locate near the Broad.

Cambridge's success is not limited to established life sciences and high tech companies. Venture capital firms such as Atlas Venture, Bessemer Venture Partners, Greylock Partners and Highland Capital Partners have moved their offices from the suburbs to Cambridge. Venture capital investments in Cambridge enterprises continue to grow as well. According to CB Insights, Cambridge companies received $312 million in venture capital funding in the fourth quarter of 2011 in 27 transactions. This is the highest number of deals and the most dollars invested in Massachusetts. Only three states, California, Massachusetts and New York had more venture capital deals than the City of Cambridge, and only four states had a greater investment of venture capital.

The combination of expansion of existing companies and the continued investment in innovative startups provides a winning formula for Cambridge's continued economic stability and growth.

We will continue to use our five year financial and capital plan, debt and reserve policies and the City Council Goals as a blue print for our long-range planning to maintain stability and predictability in our budgeting and financial planning processes. Our financial projections indicate that we will be able to produce future budgets that will reflect a moderate growth in the property tax levy, which is our primary revenue stream. In addition, the City 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 rehabilitation.

While overall economic conditions have improved, there are ongoing uncertainties that will force us to be cautious in the next fiscal year. These uncertainties include: the impact of possible federal budget reductions on local and state governments and institutions and private research and development; increasing energy costs and their impact on inflation and the economic recovery under way; and the impact of increasing health insurance costs.

The major priorities, which will have budget impacts in the near-term, will be the multi-year Elementary School Rebuilding Program, energy saving initiatives and IT innovations. As noted earlier, although funds for the construction phase of the King School Renovation Project are not included in the FY13 Capital Budget, an allocation of $73,000,000, based on the current estimate for the project, has been set aside in the FY14 Capital Budget. However, based on the results of the feasibility study now under way and a continuing evaluation of total project costs, an appropriation recommendation to the City Council is projected to be made in the beginning of FY13. Also, I anticipate making a Free Cash appropriation recommendation of approximately $2,000,000 for the first phase of the LED street light replacement at the beginning of FY13, with

the remaining funds for the $6,000,000 estimated cost appropriated in subsequent fiscal years. Based upon the work of the E-Gov Executive Committee and Project Management working group, as well as input received through the IT World Café, a supplemental appropriation is expected to be made in the beginning of FY13 to support continued technology innovations as well as a recommendation for additional resources to augment the current Cambridge Request System (CRS).

In addition, the City has updated its Other Post Employment Benefits (OPEB) actuarial study, which has resulted in my recommendation of a $1 million appropriation to the OPEB Liability Trust. The City will continue this allocation on an annual basis in the future until the City's unfunded pension liability is eliminated in 2029, based on the latest funding schedule. It is the City's intention to use the excess appropriations that will result when the pension liability is met to fund the City's OPEB liability. However, the City is scheduled to receive an updated Pension actuarial study by mid-year. Based on the results, the City may be required to increase in its annual appropriations to meet our current target of 2029 in future years.

FY11 was a solid year financially for the City of Cambridge. Our sound financial practices have left the City with substantial reserves including $102.2 million in Free Cash, $102.6 million in excess levy capacity, $14.5 million in Parking Fund balances and $7 million in Water Fund balances. In addition, the Health Claims Trust ended FY11 with a balance of $17.4 million, with the Debt Stabilization Fund reflecting a $5.2 million balance and the School Stabilization Fund showing a $6.1 million balance. It is anticipated that the City will also end FY12 in a strong financial position. This Budget continues to use these reserves strategically to lessen the increase of the property tax levy. While the above factors are important, we also need to continue to expand our non-property tax revenues.

Overall, Cambridge has emerged from the recent economic downturn in solid position in comparison to other municipalities both locally and nationally, while our City continues to move forward. In fact, the City received very positive feedback in the latest biennial Citizen Opinion Survey (2010), which will again be conducted in the fall 2012. However, in the latest survey 92% of respondents indicated the "Overall Quality of Life" as either excellent or good and 90% indicated that Cambridge was either an excellent or good "Place to Live." The results of the Citizen Opinion Survey should be a source of pride to the City Council, Department Heads and City Staff, especially during these challenging economic times and at a time when there is a great deal of cynicism about government in general.

The City Council adopted its Goals for FY12 and FY13 in December 2010. These Goals are included earlier in my message or can be found in the City Council Budget narrative in Section IV of the Budget. The administration and department heads have used these Goals in the development of the FY13 Budget, which can be evidenced in my message and by reading individual departmental narratives.

The long-term outlook for Cambridge continues to be very strong as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when some communities have seen a reduction in their ratings. As I mentioned earlier in my message, we have planned for a time when State Aid and non-property tax revenues would stop increasing. Fortunately, we have been prudent in maintaining a healthy excess property tax levy capacity, saving and building our reserves and prudently managing our budget growth, which has allowed us to continue to maintain our City services.

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

I believe we have responded to the City Council's Goal of producing an FY13 Budget which reflects a 2.87% increase and a moderate growth in the property tax levy. Because the City Council and City Administration continue to operate with the same basic principles/lessons which have served us well in the past, we have been able to weather these challenging times. These principles include: 1) understanding that failure to make difficult decisions today will lead to even more difficult decisions in the future; 2) being realistic in our expectations in both good and bad economic times, which has resulted in us being able to manage our resources wisely; and 3) developing effective short and long term financial, economic and programmatic planning strategies.

I am confident that we can continue to provide the wide array of services that our residents have come to expect, while working through these difficult economic times.

Very truly yours,

Robert W. Healy
City Manager

BUDGET CALENDAR

December 7, 2011	Briefing on FY13 budget guidelines and schedule with City Manager and department heads. Distribution of budget notebook and materials to departments. Meeting of departmental finance personnel with budget staff.
December 8, 2011 through December 19, 2011	All personnel analysis sheets reviewed for accuracy. All corrections placed on the personnel analysis sheets. All personnel analysis sheets returned to the Budget Office.
January 2012	Additional budget reviews with City Manager, finance staff and heads of the largest departments. Capital balance review between City Manager, finance staff and department heads.
January 09, 2012	Deadline for budget submission to the City Manager. Department benchmarks updated as of 12/31/11.
January 23, 2012 through March 12, 2012	Formal department presentations to the City Manager.
April 23, 2012	Submission of the City Manager's Budget to the City Council. Department benchmarks updated as of 3/31/12.
May 1, 2012 through May 17, 2012	Dates for public hearings on FY13 Budget.
May 21, 2012	Projected Budget Adopted by City Council.
June 7, 2012	Deadline for City Council adoption of the Budget.
June 29, 2012	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
July 1, 2012	Begin execution of FY13 allotment plans.

BUDGET PROCESS

The preparation of the Annual Budget for the City of Cambridge is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY13 was initiated in November 2011. At that time budget staff met with the City Manager and Finance Director to update the City's 5-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

For FY13, the budget staff continued to work with departments on refining the budget format adopted in FY97, which emphasizes quantifiable and concise narratives. The emphasis during the FY13 budget cycle was on the further integration of new City Council goals, adopted in December 2011, with departmental goals and performance measures. This is the 17th year of the format, which allows the City Manager and City Council to better quantify City services. This format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. Working within this framework has facilitated the continuing refinement of the budget document. In the FY13 budget, some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments. Through continued use and constant updating, the budget continues to evolve into a more comprehensive document containing a goals and measures system that accurately reflects data concerning City services.

Prior to meeting with all department heads and fiscal personnel, the City Manager and finance staff met with the heads of the largest departments to review current year revenues and expenditures. The primary objective of these meetings was to emphasize that the FY13 budget process would again be more difficult. Also, a similar process was used to identify available capital balances to determine whether they could be reallocated to other areas, or were sufficient to provide funding in FY13 for ongoing projects. After these meetings were held, the City Manager convened the annual citywide budget meeting attended by all department heads and finance personnel. At this meeting the City Manager gave a general overview of the state of the economy, discussed the budget format and outlined specific guidelines for the preparation of individual department budgets, taking into consideration recommendations derived from the sessions with the heads of the largest departments. The City Manager emphasized the need to reduce the growth in budgets by eliminating positions and identifying other cost reductions so that the following fixed cost increases may be absorbed without having an adverse effect on the total budget: COLA, Pensions and Health Insurance costs can increase as required; and all non-personnel operating items known to be increasing due to contractual terms must be absorbed within the budget and not knowingly under-budgeted. The City Manager's guidelines also included the following: major contracts for services must be reviewed to ensure that departments have sufficient funds to meet contractual needs; budgets are to be level funded; extraordinary expenditures must be revised and one time items from the current year eliminated; departments should expect that reductions can be made during the review process; and the supplemental request process remained the same, with requests for new or expanded services submitted separately outside the base budget. If a request for supplemental funds was submitted, it was necessary to identify a corresponding decrease before this request could be considered. It was emphasized that the FY13 goal was to submit a budget to the City Council that supports Council priorities and the programmatic and operational needs associated with new facilities. A particular emphasis has been placed on the goal to evaluate all expenditures with a view of maintaining the strong fiscal position that the City has experienced over the past several years and alleviating the impact on the taxpayers. Each department subsequently met with the Budget staff to review the budget format and to aid in the development of goals and performance measures. These operating budgets, which include

expenditure and revenue estimates and significant departmental accomplishments of the previous budget year, were submitted to the City Manager by January 9, 2012.

From mid-January through mid-March, each department made a presentation to the City Manager, justifying proposed budget decreases, increases, supplemental budget requests and program changes for the coming year. The City Manager also reviewed goals and performance measures and their integration with City Council goals. Specific requests were negotiated during these sessions and appropriate revisions were made to the submitted budgets.

It is important to note that at this stage of the process, in past years, the City Manager has increased or decreased the budget based on the priorities of the City Council and the Administration. However, due to the need to control overall budget increases with particular attention paid to those financed through property taxes, supplemental requests generally were not funded unless a corresponding decrease was identified and built into the FY13 budget, except for programmatic and operational increases related to the new facilities.

From mid-March through late-April, the Budget and City Manager's staff finalized the Annual Budget document for submission to the City Council. By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager will submit the FY13 Budget to the City Council on April 23, 2012.

From May 1 – May 17, the City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days within which to act (by June 7). The City Council is projected to adopt the FY13 Budget on May 21, 2012. The Annual Budget for FY13 becomes effective July 1, 2012.

BUDGET PROCEDURE

The following sections of Chapter 44 of the Massachusetts General Laws govern the budget procedure for the City of Cambridge.

CHAPTER 44, SECTION 31A. REPORT OF ESTIMATED EXPENSES; PERIOD COVERED; CONTENTS. Every officer of any city except Boston having charge of, or jurisdiction over, any office, department or undertaking, requesting an appropriation shall, between November first and December first of each year, furnish the mayor and the city auditor, or officer having similar duties, on forms provided by the city auditor or officer having similar duties, and approved by the bureau of accounts in the department of corporations and taxation, detailed estimates of the full amounts deemed necessary for the next fiscal year for the ordinary maintenance of the office, department or undertaking under his charge or jurisdiction, and for expenditures other than the ordinary maintenance, with the amounts, if any, expended for similar purposes during the preceding fiscal year and during the first four months of the then current fiscal year, and an estimate of the amounts required to be expended for such purposes during the last eight months of the then current fiscal year, giving explanatory statements of any differences between the amount of any estimate for the next fiscal year and the amount expended or estimated to be required as aforesaid.

The information hereby required to be furnished shall set forth the number of permanent or temporary employees, or both, requested in each classification or rating in the next fiscal year and the number of permanent or temporary employees, or both, employed on October thirty-first of the then fiscal year, or the nearest week-end thereto, except laborers and persons performing the duties of laborers, with the annual, monthly, weekly or hourly

compensation of such employees, and shall state whether such compensation is fixed by ordinance or otherwise and whether or not such employees are subject to chapter thirty-one.

The foregoing shall not prevent any city, upon recommendation of the mayor, from so setting forth the number of permanent or temporary laborers and persons performing the duties of laborers, or both such permanent and temporary laborers and persons, with the annual, monthly, weekly or hourly compensation of such employees.

The city auditor, or officer having similar duties, shall forthwith at the close of each calendar year furnish the mayor with a written report of the money received from estimated receipts applicable to the payment of expenditures of the first six months of the then current fiscal year, with an estimate of such receipts for the last six months of such year and for the next fiscal year.

CHAPTER 44, SECTION 33A. SALARY PROVISIONS IN BUDGET; REQUIREMENTS AND LIMITATIONS. The annual budget shall include sums sufficient to pay the salaries of officers and employees fixed by law or by ordinance. Notwithstanding any contrary provision of any city charter, no ordinance providing for an increase in the salaries and wages of municipal officers and employees shall be enacted except by a two-thirds vote of the city council, nor unless it is to be operative for more than three months during the calendar year in which it is passed. No new position shall be created or increase in rate made by ordinance, vote or appointment during the financial year subsequent to the submission of the annual budget unless provision therefore has been made by means of a supplemental appropriation. No ordinance, vote or appointment creating a new position in any year in which a municipal election is held shall be valid and effective unless said ordinance, vote or appointment is operative for more than three months during said municipal election year.

CHAPTER 44, SECTION 32. SUBMISSION TO CITY COUNCIL; PROCEDURE FOR APPROVAL, REJECTION OR ALTERATION. Within one-hundred-seventy days after the annual organization of the city government in any city other than Boston, the mayor shall submit to the city council the annual budget which shall be a statement of the amounts recommended by him for the proposed expenditures of the city for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each officer, department or undertaking for which an appropriation is recommended:

(1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:

    (a) Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
    (b) Ordinary maintenance not included under (a): and

(2) Proposed expenditures for other than ordinary maintenance, including additional equipment the estimated cost of which exceeds one thousand dollars.

The foregoing shall not prevent any city, upon recommendation of the mayor and with the approval of the council, from adopting additional classifications and designations.

The city council may by majority vote make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but, except on recommendation of the mayor, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section thirty-three. Except as otherwise permitted by law, all amounts appropriated by the city council, as provided this section, shall be for the purposes specified. In setting up an appropriation order or

orders based on the annual budget, the council shall use, so far as possible, the same classifications required for the annual budget. If the council fails to take action with respect to any amount recommended in the annual budget either by approving, reducing or rejecting the same, within forty-five days after the receipt of the budget, such amount shall, without any action by the council, become a part of the appropriations for the year, and be available for the purposes specified.

If, upon the expiration of one-hundred-and-seventy days after the annual organization of the city government, the mayor shall not have submitted to the council the annual budget for said year, the city council shall, upon its own initiative, prepare such annual budget by June thirtieth of such year, and such budget preparation shall be, where applicable, subject to the provisions governing the annual budget of the mayor.

Within fifteen days after such preparation of the annual budget, the city council shall proceed to act by voting thereon and all amounts so voted shall thereupon be valid appropriations for the purposes stated therein to the same extent as though based upon a mayor's annual budget, but subject, however, to such requirements, if any, as may be imposed by law.

If the council fails to take action with respect to any amount recommended in the budget, either by approving, reducing or rejecting the same, within fifteen days after such preparation, such amount shall, without further action by the council, become a part of the appropriations for the year, and be available for the purposes specified.

Notwithstanding any provisions of this section to the contrary, the mayor may submit to the city council a continuing appropriation budget for said city on a month by month basis for a period not to exceed three months if said city has not approved an operating budget for the fiscal year because of circumstances beyond its control.

Nothing in this section shall prevent the city council, acting upon the written recommendations of the mayor, from voting appropriations, not in excess of the amount so recommended, either prior or subsequent to the passage of the annual budget.

The provisions of this section shall apply, in any city adopting the Plan E Form of government under chapter forty-three, only to extent provided by section one-hundred-and-four of said chapter. Neither the annual budget nor appropriation orders based therein shall be in such detail as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council.

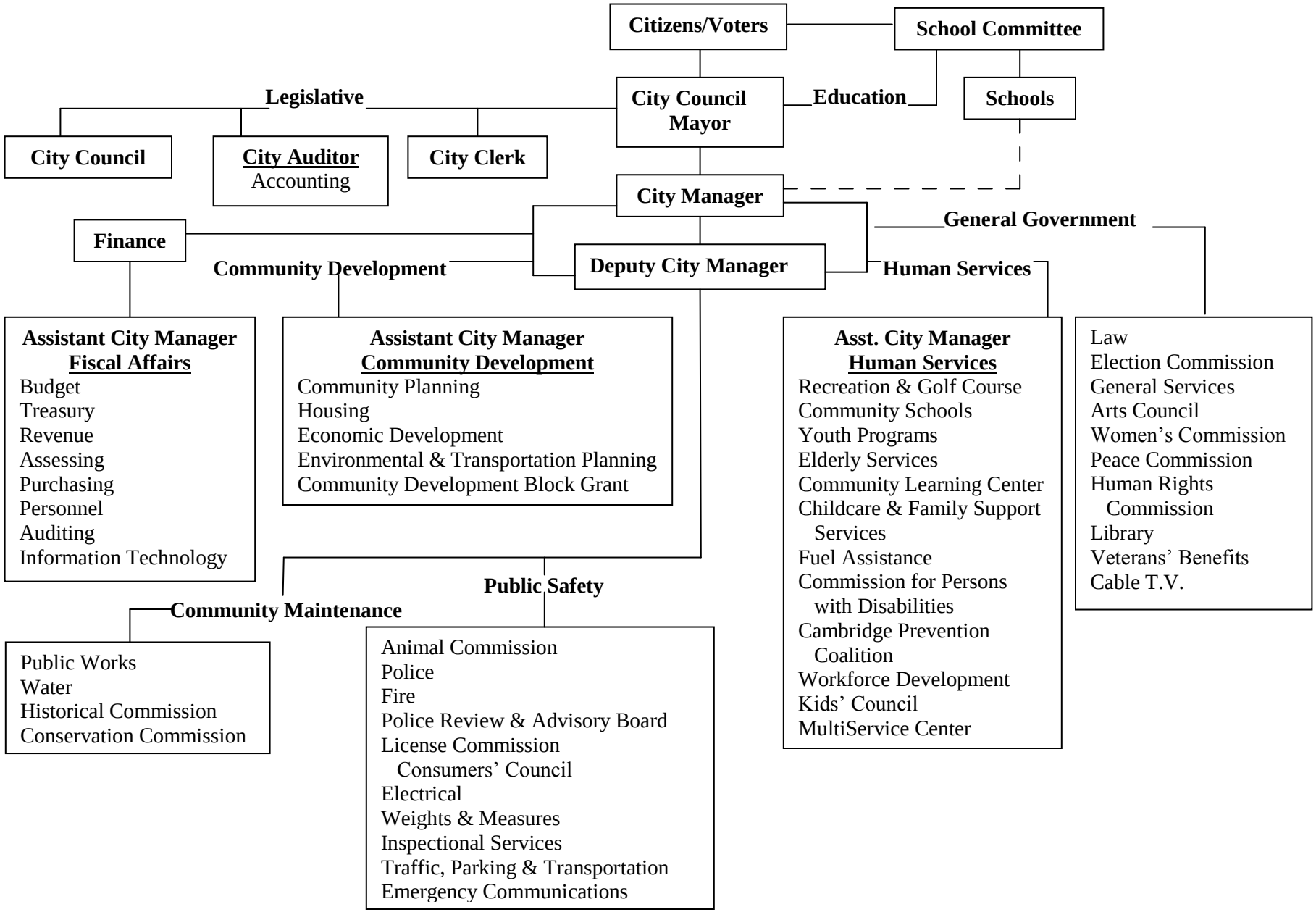
The city council may, and upon written request of at least ten registered voters shall, give notice of a public hearing to be held on the annual budget, prior to final action thereon, but not less than seven days after publication of such notice, in a newspaper having general circulation in the city. At the time and place so advertised, or at any time or place to which such public hearing may from time to time be adjourned, the city council shall hold a public hearing on the annual budget as submitted by the mayor, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures or any item thereof.

CHAPTER 44, SECTION 33B. TRANSFER OF APPROPRIATIONS; RESTRICTIONS. On recommendation of the mayor, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation for the same department, but no transfer shall be made of any amount appropriated for the use of any department to the appropriation for any department except by a two thirds vote of the city council on recommendation of the mayor and with the written approval of the amount of such transfer by the department having control of the appropriation from which the transfer is proposed to be made. A town may, by majority vote of any meeting duly held, transfer any amount previously appropriated to any other use authorized by law. No approval other than that

expressly provided herein shall be required for any transfer under the provisions of this section.

CHAPTER 44, SECTION 33. POWER OF COUNCIL TO ADD TO APPROPRIATION; CONDITIONS; LIMITATIONS. In case of the failure of the mayor to transport to the city council a written recommendation for an appropriation for any purpose not included in the annual budget, which is deemed necessary by the council after having been so requested by vote thereof, said council, after the expiration of seven days from such vote, upon its own initiative may make such appropriation by a vote of at least two thirds of its members, and shall in all cases clearly specify the amount to be expended for each particular purpose, but no appropriation may be voted hereunder so as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council. Amended by St. 1941, chapter 473, section 3.

ORGANIZATIONAL CHART
City of Cambridge, Massachusetts



GLOSSARY

Abatement. A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.

Absorption Rate. The rate at which rentable space is filled. Net absorption is equal to the amount occupied at the end of a period minus the amount occupied at the beginning and takes into consideration space vacated during the period.

Accounting System. A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.

Accrual Basis. The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Adopted Budget. The resulting budget that has been approved by the City Council.

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

Allocation. The distribution of available monies, personnel, buildings and equipment among various City departments, divisions or cost centers.

Annual Budget. An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation. An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.

Arbitrage. Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

Assessed Valuation. A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.

Audit. A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

Availability. Available Square Feet divided by the Net Rentable Area.

Balanced Budget. A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

Basis of Accounting. Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Bond. A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

Bond Anticipation Notes. Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or of renewal notes.

Bonds Authorized and Unissued. Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

Bond Counsel. An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue. Generally, the sale of a certain number of bonds at one time by a governmental unit.

Budget (Operating). A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Basis of Accounting. The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 23 in Section II.

Budget Calendar. The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget Message. A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.

Capital Budget. A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Expenditures. Expenditures which result in the acquisition of or addition to fixed assets. See Section V.

Capital Improvements Program. A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

Cash Basis of Accounting. Revenues are recorded when cash is received and expenses are recognized when cash is paid out.

Charges for Service. (Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government, requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Cherry Sheet. A form showing all state charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

Community Preservation Act. On November 7, 2001, residents of the City accepted the Community Preservation Act (CPA) which allows the City to impose a surcharge of 3% on real estate taxes. Property exempt from this tax includes the first $100,000 of residential property as well as certain low-income properties. By enacting the CPA, the City will receive the maximum available matching funds from the state. Proceeds from both the amount raised by the City and the amount matched by the State will be used to fund renovations to, and the construction of affordable housing, open space acquisition and historic preservation.

Cost-Benefit Analysis. Decision-making tool that allows a comparison of options based on the level of benefit derived and the cost incurred for each different alternative.

Cost Center. The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt Authorization. Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

Debt Burden. The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Limits. The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service. Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit or Budget Deficit. The excess of budget expenditures over receipts. The city charter requires a balanced budget.

Department. A principal, functional and administrative entity created by statute and/or the City Manager to carry out specified public services.

Departmental Accomplishments. Completion of a goal or activity that warrants announcement. A departmental achievement.

Encumbrance. Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund. A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

Equalized Valuations. (EQVs). The determination of the full and fair cash value of all property in the Commonwealth that is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs. The Commissioner of Revenue, in accordance with M.G.L. Ch. 58, s. 10C, is charged with the responsibility of biennially determining an equalized valuation for each town and city in the Commonwealth.

Excess Levy Capacity. The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the council must be informed of excess levying capacity and evidence of their acknowledgement must be submitted to DOR when setting the tax rate.

Expenditures. The amount of money, cash or checks actually paid or obligated for payment from the treasury.

FY11 Actual. FY11 actual numbers provided by departments based on the departments' internal tracking methods.

FY12 Budget. Numbers stated in the FY12 budget document as the FY12 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

FY12 Projected. Estimate of what will be achieved in FY12 based on year-to-date performance.

FY13 Proposed. Estimated FY13 performance set by the departments.

Fiduciary Fund. Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units and other funds. These include expendable trusts, non-expendable trusts, pension trusts and other agency funds.

Financing Plan. The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Fiscal Year. The twelve month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends. Example: July 1, 2012 to June 30, 2013 is FY13.

Free Cash. (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified by DOR's director of accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash.

Full and Fair Market Valuation. The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2½" laws set the City's tax levy limit at 2½% of the full market (assessed) value of all taxable property.

Fund. A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.

Fund Accounting. Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance. The excess of assets of a fund over its liabilities and reserves.

GASB 34. A major pronouncement of the Governmental Accounting Standards Board that requires a report on overall financial health, including trends, prospects for the future, the cost of delivering services and value estimates on public infrastructure assets.

General Fund. The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.

Generally Accepted Accounting Principles (GAAP). A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

General Obligation Bonds. Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Geographical Information System (GIS). Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area or community wide basis.

Goal. A proposed course of action toward which departmental effort is directed.

Governmental Funds. Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

Grant. A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

Hotel/Motel Excise. Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.

Interest. Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.

Interfund Transactions. Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.

Intrafund Transactions. Financial transactions between activities within the same fund. An example would be a budget transfer.

License and Permit Fees. The charges related to regulatory activities and privileges granted by government in connection with regulations.

Levy Limit. The maximum amount of tax a community can levy in a given year. The limit can grow each year by 2.5 percent of the prior year's levy limit (M.G.L. Ch. 59, s. 21C (f,g,k)), plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion or special exclusion.

Line-Item Budget. A format of budgeting which organizes costs by type of expenditure such as supplies, equipment, maintenance or salaries.

Massachusetts Water Pollution Abatement Trust (MWPAT). A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.

Meals Excise. Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.

Modified Accrual Basis. The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

N/A. The information is not available or not applicable.

Non-Tax Revenue. All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

Official Statement. A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer.

Overlay. The amount raised by the assessors in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions.

Pay-As-You-Go Funds. The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

Performance Budget. A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classifications, such as character and object class, but these are secondary to activity performance.

Performance Measure. An instrument for determining the amount of degree a department or division executes an action or task. The degree of goal fulfillment achieved by programs.

Performance Standard. A statement of the conditions that will exist when a job is well done.

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. Collections of work-related activities initiated to accomplish a desired end.

Program Budget. A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

Proposition 2½. A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2½ percent of the full and fair cash valuation of the taxable real and personal property in that city or town. The statute also places an annual growth cap of 2½ percent on the increase in the property tax levy.

Purchase Order. A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.

Purpose & Overview. A short description of a City department or division describing the charges and/or functions of that particular department or division.

Rating Agencies. This term usually refers to Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.

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

Registered Bonds. Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserves. An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Reserve for Contingencies. A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Revaluation. A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

Revenue. Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund. A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

Service Level. The extent or scope of the City's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.

Service Program. A planned agenda for providing benefit to citizens.

Significant Budget Modification. An increase or decrease of a departmental budget of such importance that highlighting is necessary.

Submitted Budget. The proposed budget that has been approved by the City Manager and forwarded to the City Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the City charter.

Supplemental Appropriations. Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes. Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate. The amount of tax levy stated per $1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Unit Cost. The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

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.

SELECTED ACRONYM TABLE

Affirmative Action Advisory Committee	AAAC
Arlington-Belmont-Cambridge	ABC
Accessible Cambridge Transportation	ACT
Automated Clearing House	ACH
Americans with Disabilities Act	ADA
American Institute of Architects	AIA
Advanced Life Support	ALS
Automatic Meter Reading	AMR
American Recovery and Reinvestment Act	ARRA
Advancement Via Individual Determination	AVID
Boston Area Rape Crisis Center	BARCC
Boston Convention and Exhibition Center	BCEC
Bunker Hill Community College	BHCC
Board of Zoning Appeal	BZA
Campus Alcohol Advisory Boards	CAAB
Commission on Accreditation of Ambulance Service	CAAS
Cambridge Arts Council	CAC
Computer Aided Dispatch	CAD
Cambridge Auxiliary Fire Department	CAFD
Comprehensive Annual Financial Report	CAFR
Commission on Accreditation for Law Enforcement Agencies	CALEA
Computer Assisted Mass Appraisal	CAMA
Computer Assisted Management of Emergency Operations	CAMEO
Credit Card Accountability, Responsibility & Disclosure Act	CARD
Cambridge & Somerville Program for Alcoholism Rehabilitation	CASPAR
Cambridge Business Development Center	CBDC
Community Crisis Response Team	CCRT
Cambridge Community Television	CCTV
Community Development Block Grant	CDBG
Community Development Department	CDD
Commercial Driver's License	CDL
Cambridge Energy Alliance	CEA
Corporate Emergency Access System	CEAS
Comprehensive Emergency Management	CEM
Cambridge Employment Program	CEP
Community Emergency Response Team	CERT
Chlorofluorocarbons	CFCs
Cambridge Health Alliance	CHA
Cambridge Historical Commission	CHC
Children In Need of Services	CHINS
Cambridge Human Rights Commission	CHRC
Cambridge Licensee Advisory Board	CLAB
Community Learning Center	CLC
Cambridge Leadership Network	CLN
Cambridge Neighborhood Apartment Housing Services	CNAHS
Council on Aging	COA
Cost-Of-Living-Allowances	COLA
Criminal Offender Record Information	CORI
Cambridge Open Studios	COS
Cambridge Office for Tourism	COT
Community Preservation Act	CPA
Cambridge Police Department	CPD
Cambridge Public Library	CPL
Cambridge Public Schools	CPS
Consumer Product Safety Commission	CPSC
Cambridge River Festival	CRF
Cambridge Rindge and Latin School	CRLS
Cambridge Request System	CRS
Cathode-Ray Tube	CRT
Combined Sewer Overflow	CSO
Cambridge Veterans' Organization	CVO
Cambridge Water Department	CWD
Massachusetts Department of Conservation and Recreation	DCR
Direct Digital Control	DDC
Draft Environmental Impact Report	DEIR
Massachusetts Department of Environmental Protection	DEP
Massachusetts Department of Housing and Community Development	DHCD
Department of Human Services and Programs	DHSP
U.S. Department of Energy or Massachusetts Department of Education	DOE

Massachusetts Department of Revenue	DOR
Department of Public Works	DPW
Department of Social Services	DSS
Domestic Violence-Free Zone	DVFZ
Domestic Violence Task Force	DVTF
Department of Youth Services	DYS
Emergency Action Plan	EAP
Emergency Communications and 911 Center	ECC
Equal Employment Opportunity	EEO
Equal Employment Opportunity Commission	EEOC
Electronic Funds Transfer	EFT
U.S. Department of Energy, Energy Information Administration	EIA
Energy Information System	EIS
Emergency Medical Services	EMS
Emergency Operating Center	EOC
Massachusetts Executive Office of Environmental Affairs	EOEA
Water System Emergency Operating Plan	EOP
Emergency Preparedness and Response	EP&R
U.S. Environmental Protection Agency	EPA
Early Retirement Incentive	ERI
English for Speakers of Other Languages	ESOL
Federal Emergency Management Association	FEMA
Fats, oils and grease	FOG
Fresh Pond Advisory Board	FPAB
Full-time equivalent	FTE
Generally Accepted Accounting Principles	GAAP
Government Accounting Standards Board	GASB
Greater Boston Convention and Visitors Bureau	GBCVB
General Education Degree	GED
Geographic Information System	GIS
Gay, Lesbian, Bisexual and Transgender	GLBT
Global Positioning System	GPS
Help America Vote Act	HAVA
High Efficiency Particulate Air	HEPA
High frequency	HF
High Intensity Florescent	HIF

Home Improvement Program	HIP
Health Insurance Portability and Accountability Act	HIPAA
Health Maintenance Organization	HMO
Homeowners' Rehab, Inc.	HRI
Human Resources Management System	HRMS
Federal Department of Housing and Urban Development	HUD
Heating, Ventilation and Air Conditioning	HVAC
In Case of Emergency	ICE
Inspectional Services Department	ISD
Insurance Services Office	ISO
Intensive Studies Program	ISP
Information Technology	IT
Information Technology Department	ITD
Just-A-Start	JAS
King Open Extended Day	KOED
Kilowatt Hour	KwH
Lifetime Empowerment and Awareness Program	LEAP
Light Emitting Diode	LED
Leadership in Energy and Environmental Design	LEED
Local Emergency Planning Committee	LEPC
London Interbank Offered Rate	LIBOR
Leading Pedestrian Interval	LPI
Lead-Safe Cambridge	LSC
Library Services and Construction Act	LSCA
Long Term 2 Enhanced Surface Water Treatment Rule	LT2ESWTR
Massachusetts Association of Conservation Commissions	MACC
Metropolitan Area Planning Council	MAPC
Minority Business Enterprise	MBE
Massachusetts Board of Library Commissioners	MBLC
Massachusetts Bay Transportation Authority	MBTA
Massachusetts Commission Against Discrimination	MCAD
Massachusetts Comprehensive Assessment System	MCAS
Metropolitan District Commission	MDC
Massachusetts Emergency Management Agency	MEMA
Massachusetts General Laws	MGL
Massachusetts Institute of Technology	MIT
Municipal Lien Certificate	MLC

Metro-Region Conservation Agents Association	MRCAA
Minority Student Achievement Network	MSAN
Middle School Partnership	MSP
Mayor's Summer Youth Employment Program	MSYEP
Massachusetts Water Pollution Abatement Trust	MWPAT
Massachusetts Water Resources Authority	MWRA
National Academy of Emergency Medical Dispatch	NAEMD
National Association for the Education of Young Children	NAEYC
Neighborhood Conservation Districts	NCD
No Child Left Behind	NCLB
National Endowment for the Arts	NEA
New England Foundation for the Arts	NEFA
New Economy Taskforce	NET
National Football League	NFL
National Incident Management System	NIMS
North Cambridge All Arts Open Studios	NoCA
National Pollution Discharge Elimination System	NPDES
National Union Catalogue of Manuscript Collections	NUCMC
Non-Violent Communication	NVC
Office of Campaign and Political Finance	OCPF
Other Post-Employment Benefits	OPEB
Occupational Safety and Health Administration	OSHA
Overtime	OT
Office of Workforce Development	OWD
Program in Afterschool Education and Research	PAER
Public Art Youth Council	PAYC
Public Employee Retirement Administration Commission	PERAC
Police Executive Research Forum	PERF
Payments In-Lieu-Of Tax	PILOT
Public Information Officer	PIO
Peace and Justice Corps	PJC
Problem Oriented Policing	POP
Proportional Representation	PR
Police Review and Advisory Board	PRAB
Parking and Transportation Demand Management	PTDM
Radio Amateur Civil Emergency Service	RACES
Rape Aggression Defense	RAD

Rehabilitation Assistance Program	RAP
Record Management System	RMS
Registry of Motor Vehicles	RMV
Reaching Out About Depression	ROAD
Rindge School of Technical Arts	RSTA
State and Local Assistance	S/LA
Student Awareness and Fire Education	SAFE
Superfund Amendment and Reauthorization Act	SARA
Substance Abuse Services for Seniors	SASS
School Building Assistance	SBA
Supervisory Control and Data Acquisition	SCADA
Self Contained Breathing Apparatus	SCBA
Safe Drinking Water Act	SDWA
School Improvement Plans	SIP
State Office of Minority & Women Business Assistance	SOMWBA
Sex Offender Registry Information	SORI
Street Preservation Offset Fund	SPOF
School Resource Officers	SRO
Stage 2 Disinfection Byproduct Rule	Stage2DBPR
Students Teaching and Advocating Respect	STARS
Treasury Bill	T-Bill
Transportation Demand Management	TDM
True Interest Cost	TIC
Technical Services Division	TSD
Urban Area Security Initiative	UASI
Unrestricted General Government Aid	UGGA
Urban Park and Recreation Recovery	UPARR
Underground Railway Theater	URT
Vulnerability Assessment or U.S. Department of Veterans Affairs	VA
Veterans of Foreign Wars	VFW
Volunteers In Police Service	VIPS
Voice over Internet Protocol	VoIP
Wireless Fidelity	WiFi
Young Men's Christian Association	YMCA

A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. According to the 2010 Census, the City's population in calendar year 2010 was 105,162, down from a 1950 peak of 120,740, but up from the 2000 population of 101,355.

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

Cambridge is widely known as the University City. Harvard, America's oldest university, was established here in 1636, six years after the City itself was founded. It is also home to Lesley University, Cambridge College and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in seven of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians and immigrants from around the world.

- Cambridge residents live closely together; only 10 US cities with a population over 50,000 are denser (Source: 2010 US Bureau of Census).

- Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid Cambridge) (Source: 2010 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates. In addition, there are six Commercial Districts and five R&D/Industrial districts, which form the basis of the City's business community.

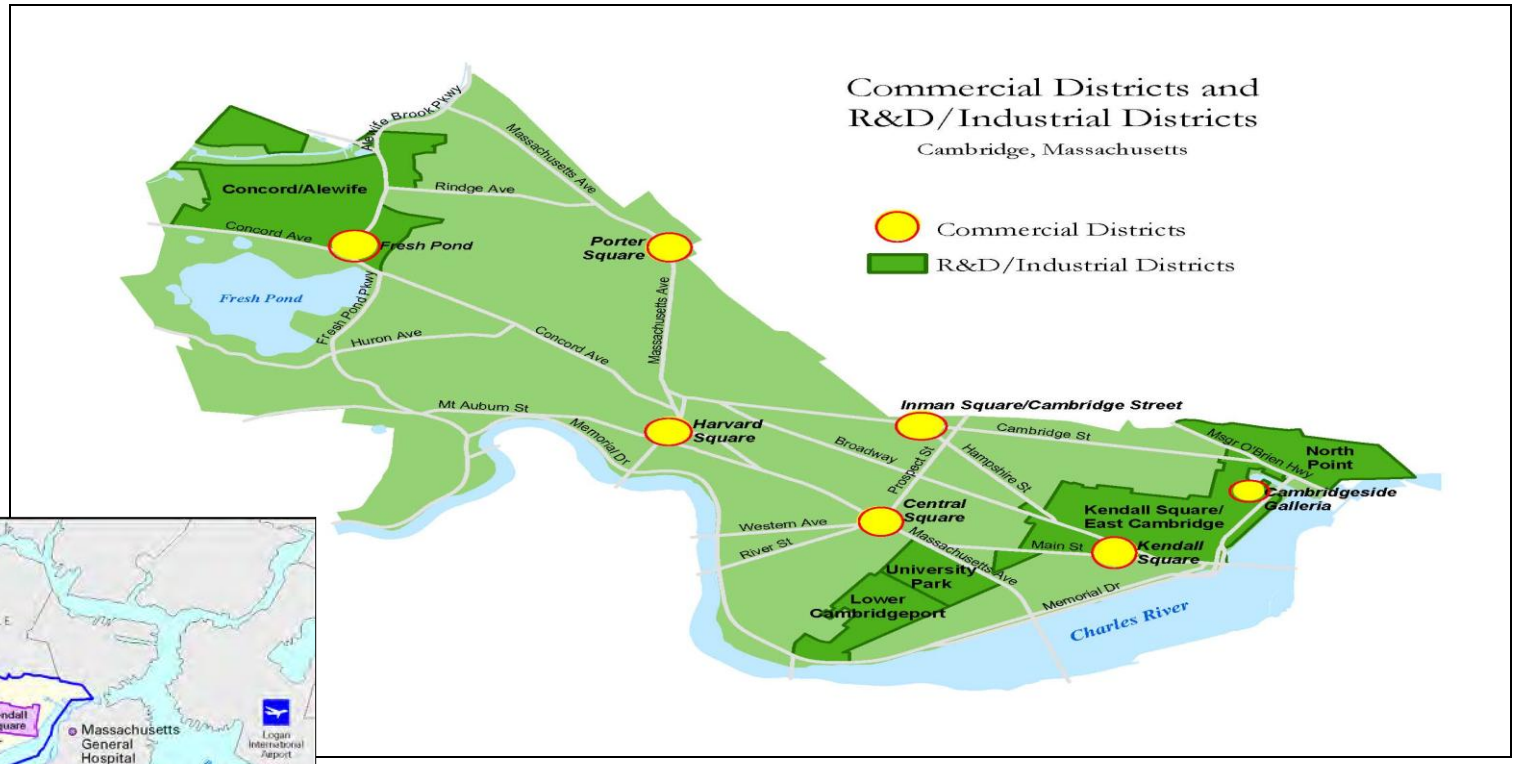
- Cambridge is ethnically diverse. 67% of all residents are white; 12% are black; 15% are Asian; and 6% are other races, including American Indian, Pacific Islander, or two or more races in combination. Eight percent (8%) of all residents are of Hispanic background (Source: 2010 US Bureau of Census).

- Cambridge is a city of renters. 65.4% of all households rent; 34.6% own. Approximately 7.5% of homes are single family; 14.3% are two families; 12.6 % are three families; 10.1% are in 4-6 unit buildings; 54.4% are buildings of 9 or more units; 27% of units are condominiums; 5.6% are mixed use residential / commercial; and 2.4% are rooming houses. 14.4% of all units are publicly owned or subsidized. (Source: 2010 Community Development Department).

- 94.1% of the population of Cambridge who are 25 years or older are high school graduates, while 73.1% of the same age group have completed four or more years of college (Source: 2008-2010 American Community Survey).

- A majority of all local jobs are in services (89%). Service employment is dominated by education, business including research and development and computer/software, engineering, government and management, and health services. Eight percent (8%) of all jobs are in retail and wholesale trade; 3% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Novartis Institute, (5) Vertex Pharmaceuticals, (6) Mount Auburn Hospital, (7) Draper Laboratory, (8) Biogen Idec, (9) Genzyme and (10) Cambridge Health Alliance (Source: Cambridge Community Development Department and cited employers, 2011).

- Six commercial districts and five R&D/Industrial districts form the heart of Cambridge's diverse business community. The commercial areas successfully strike a balance between serving the local community and a wider regional market. Major areas of presence include biotechnology, education, medicine and government.



FACTS ON FILE

GENERAL

Population: Source: US Census Bureau (2010)	105,162
Area (Square miles):	6.26
Population Density	16,799 persons per sq mile
Massachusetts Pop. Density	839.4 persons per square mile

POPULATION CHARACTERISTICS
(Source: 2010 US Census Bureau)

	1990	2000	2010
White	75.3%	68.1%	66.6%
Black	13.5%	11.9%	11.7%
Asian	8.4%	11.9%	15.1%
American Indian	0.3%	0.3%	0.2%
Two or more races in combination	n/a	4.6%	4.3%
Other	2.5%	3.2%	2.1%
TOTAL	**100%**	**100%**	**100%**
Hispanic Origin	6.8%	7.4%	7.6%

Persons of Hispanic origin may be of any race.

OTHER DEMOGRAPHIC	**2000**	**2010**
Persons Under 18	13.3%	11.4%
Persons 18 or Older	86.7%	88.6%

GOVERNMENT

Founded:	1630
Date of Incorporation as a City:	1846
Form of Government:	Council/Manager
Mayor:	Elected by the Council
No. of Councillors:	Nine

COMMUNITY INFORMATION

Number of registered voters in Cambridge	61,478
(Source: City's Record as of 3/14/2012)	
Number of Parks & Play areas:	80
Number of Youth Centers:	5
Number of Community Schools:	12
Number of Senior Citizen Centers:	2
Number of Public Golf Courses:	1

HOUSING
(Source: City of Cambridge as of 01/01/11)

Type of House	**Median Value**	**FY12Tax Bill***	**# of Parcels**
One family	$686,200	$4,139	3,803
Two family	$644,600	$3,786	2,594
Three family	$728,900	$4,501	1,291
Condominium	$366,700	$1,430	13,560

*includes residential exemption

INSTITUTIONS OF HIGHER LEARNING (Source: Cambridge Community Development Department)	**Degree Candidates 2010-2011**
Harvard University	17,466
Massachusetts Institute of Technology	10,325
Lesley University	5,170
Cambridge College	3,337

Harvard University

Massachusetts Institute of Technology

OFFICE/LAB MARKET FACTS (2011)
Source: CB Richard Ellis

- Office/Lab Market continued to expand, with positive absorption of 346,000 sq. ft. and a decline in availability rate to 13.4%
- Major tenants : Biogen Idec, Pegasystems, Ariad Pharmaceuticals, Pfizer and Vertex.
- Cambridge Lab market exceeded expectations in 2011. Pfizer, Google and Biogen Idec have committed to expanding their presence in Cambridge.

Cambridge is home to over 200 life-science and technology related companies with many headquartered here. A partial list of companies includes:

Akamai	Microsoft
Biogen Idec	Millennium
Draper Labs	Novartis
Genzyme	Broad Institute
Google	Pfizer

Lab/Office Space at 640 Memorial Drive

THE TEN LARGEST EMPLOYERS IN THE CITY:
(Source: Cambridge Community Development Dept. and cited employers, 2011)

Rank	Name of Employer	Nature of Business	Number of 2011 Employees
1.	Harvard University	Education	10,906
2.	MIT	Education	7,640
3.	City of Cambridge	Government	2,947
4.	Novartis	Biotechnology	2,271
5.	Vertex Pharmaceuticals	Biotechnology/Manufacturing	1,600
6.	Mt. Auburn Hospital	Healthcare	1,558
7.	Draper Laboratory	Research & Development	1,281
8.	Biogen Idec	Biotechnology	1,272
9.	Genzyme Corporation	Biotechnology	1,259
10.	Cambridge Health Alliance	Health Care	1,172

Mount Auburn Hospital

Cambridge continues to have a high ratio of jobs to residents, enjoying its position as a center of employment in the Boston area. In 2010 the City's employment ratio was 99 jobs per 100 residents.

As can be seen in the chart to the right, the employment base extends across a diverse range of professions including higher education, research and development, consulting and health services. Compared to the previous year, the number of jobs has decreased by 2.2%.

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

Per Capita Personal Income

	2005	2006	2007	2008	2009
United States	$35,452	$37,725	$39,506	$40,947	$38,846
Massachusetts	44,097	47,559	50,150	51,897	49,816
Boston MSA	47,602	51,482	54,092	55,400	53,553
Cambridge*	51,679	56,028	58,995	61,168	58,744
Cambridge as % of MA	117.2%	117.8%	117.6%	117.9%	117.9%
Cambridge as % of US	145.8%	148.5%	149.3%	149.4%	151.2%

*Cambridge-Newton-Framingham, MA Metropolitan Division of the Boston-Cambridge-Quincy, MA-NH MSA

Source: US Department of Commerce, Bureau of Economic Analysis, Per capita personal income; most recent, available information.

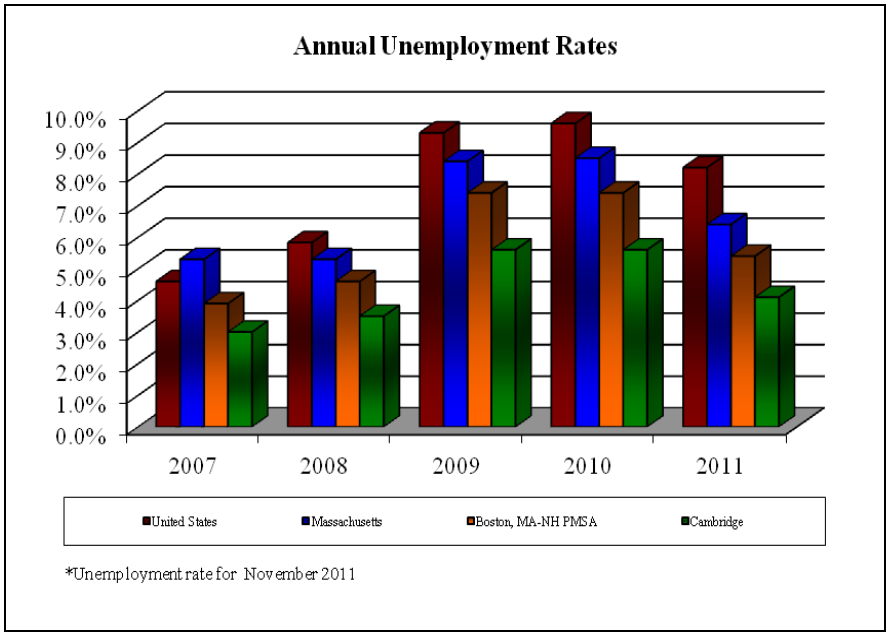
Note: 2005-2008 figures have all been adjusted since last year

The graph to the right illustrates that the City of Cambridge continues to enjoy a lower unemployment rate than the Boston PMSA, the State of Massachusetts and the United States. The unadjusted rate as of November 2011 was 4.1% for Cambridge, 5.4% for the Metro area, 6.4 % for the State and 8.2% for the United States.

Percentage Distribution of Jobs by Sector

	2009		2010	
Other Goods Producing	64	0.1%	69	0.1%
Trade, Transportation & Utilities	9,160	8.6%	8,465	8.1%
Construction	768	0.7%	822	0.8%
Manufacturing	3,847	3.6%	3,006	2.9%
Information	3,609	3.4%	3,248	3.1%
Financial Activities	2,478	2.3%	2,788	2.7%
Professional and Business Services	30,424	28.6%	31,072	29.9%
Education and Health Services	36,020	33.9%	33,853	32.5%
Leisure and Hospitality	9,005	8.5%	9,357	9.0%
Other Services	2,461	2.3%	2,385	2.3%
Government	8,569	8.0%	8,955	8.6%
TOTAL	106,405	100%	104,020	100%

Source: Mass Executive Office of Labor and Workforce Development



Source: Mass Executive Office of Labor and Workforce Development

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2012	$23,496.0	$ 951.0	$24,447.0
2011	23,202.5	959.6	24,162.1
2010	23,360.6	911.1	24,271.7
2009	23,107.9	768.2	23,876.1
2008	22,804.7	736.5	23,541.2

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2012	$20.76	$8.48	$10.62
2011	19.90	8.16	10.08
2010	18.75	7.72	10.28
2009	17.97	7.56	9.88
2008	17.24	7.36	9.88

CITY OF CAMBRIDGE LEVIES

Fiscal Year	Total Levy
2012	$299,090,638
2011	283,961,699
2010	268,662,984
2009	254,945,578
2008	242,334,374
2007	231,787,094
2006	222,960,291
2005	222,953,435
2004	209,599,396
2003	197,720,546

TOP TEN TAXPAYERS FISCAL 2012

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education *	$1,785,069,900	$35,044,087	11.72%
BioMed Realty Trust	Commercial	853,862,400	16,383,756	5.48
Boston Properties	Commercial	543,093,700	11,280,056	3.77
Equity Partners	Commercial	283,730,200	5,234,116	1.75
Pres. & Fellows of Harvard College	Education*	363,550,400	5,130,190	1.72
New England Development	Commercial	219,500,000	4,559,015	1.52
Novartis Pharmaceuticals	Commercial	203,265,600	4,221,827	1.41
PREEF American Reit II Corp.	Commercial	190,166,600	3,949,760	1.32
RB Kendall Fee LLC	Commercial	178,748,900	3,721,320	1.24
Alexandria Real Estate	Commercial	159,876,500	3,316,394	1.11
		$4,780,864,200	$92,840,521	31.04%

*Does not include Payments in Lieu of Taxes

Commercial Tax Rate Comparison	FY 12 Tax Rate (per $1,000)	FY 11 Tax Rate (per $1,000)	FY 10 Tax Rate (per $1,000)
Cambridge	$ 20.76	$ 19.90	$ 18.75
Brookline	$ 18.58	$ 18.30	$ 17.80
Somerville	$ 21.85	$ 21.21	$ 20.44
Boston	$ 31.92	$ 31.04	$ 29.38
Watertown	$ 26.64	$ 25.87	$ 24.58

Residential Tax Rate Comparison	FY 12 Tax Rate (per $1,000)	FY 11 Tax Rate (per $1,000)	FY 10 Tax Rate (per $1,000)
Cambridge	$ 8.48	$ 8.16	$ 7.72
Brookline	$ 11.40	$ 11.30	$ 10.97
Somerville	$ 13.09	$ 12.71	$ 12.30
Boston	$ 13.04	$ 12.79	$ 11.88
Watertown	$ 14.40	$ 13.92	$ 13.31

BASIS OF ACCOUNTING AND BUDGETING

Generally Accepted Accounting Principles

The City prepares its comprehensive financial reports in accordance with generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board.

a. The accounts of the City are organized and operated on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance- related legal and contractual provisions.

b. Governmental 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.

Budgetary Basis

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

1) Salaries and Wages
2) Other Ordinary Maintenance
3) Travel and Training, and
4) Extraordinary Expenditures

Revenues for the Parking Fund are recorded within the 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. The City Manager may recommend additional sums for school purposes. In addition, the City Manager may submit to the City Council such supplementary appropriation orders as are deemed necessary. The City Manager may amend appropriations within the above mentioned categories for a department without seeking City Council approval. The City Council may reduce or reject any item in the budget submitted by the City Manager but may not increase or add items without the recommendation of the City Manager.

The City follows a gross budgeting concept pursuant to which expenditures financed by special revenue funds and trusts are budgeted as general fund expenditures and are financed by transfers from these funds to the General and Water Funds.

The City follows the accounting practices established by the Commonwealth of Massachusetts Department of Revenue, called the budgetary basis method of accounting, in the preparation of the Annual Budget and property tax certification process. Budgetary basis departs from GAAP in the following ways:

a. Real estate and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).

b. Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).

c. Certain activities and transactions are presented as components of the general fund (budgetary), rather than as separate funds (GAAP).

d. Amounts raised for the prior years' deficits and available funds from prior years' surpluses are recorded as revenue items (budgetary), but have no effect on GAAP revenues.

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The following reconciliation summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2011.

	Revenues	Expenditures
As reported on a budgetary basis	$408,147,322	$433,786,730
Adjustments:		
Revenues to modified accrual basis	8,803,978	-
Expenditure, encumbrances, and accruals, net	-	1,810,942
As reported on a GAAP basis	416,951,300	435,597,672
Adjustments:		
Premium on bond issuance	1,030,857	-
Interfund Transfers	18,972,455	4,225,000
As shown on Page II-52	$436,954,612	$439,822,672

FINANCIAL POLICIES AND GUIDELINES

Since 1999, the City has received the highest possible credit rating (AAA) from the three major credit rating agencies: Moody's Investors Service, Fitch Ratings and Standard & Poor's. The City established a policy many years ago of providing high-quality services to the citizens of Cambridge without jeopardizing the financial condition of the City. In order to achieve these objectives, the City Council, in conjunction with the City administration, has placed a strong emphasis on long-range financial planning and the need to conserve resources for use during economic downturns. By adhering to this policy, the City has been able to withstand the effects of the recession of the early 1990's, as well as the most recent downturn, without any significant reductions in services. Standard and Poor's again confirmed its Financial Management Assessment (FMA) of the City of "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. The strong rating indicates that the government maintains most "Best Practices" deemed critical to supporting credit quality and that these are well embedded in the government's daily operations and practices. Formal policies support many of these activities, adding to the likelihood that these practices will continue into the future and transcend changes in the operating environment or personnel.

As Moody's noted in its most recent credit report, the "Aaa rating reflects the city's large, diverse and stable tax base, which is anchored by prominent higher education institutions and a growing research and development sector." Fitch Ratings noted "Cambridge's exceptional financial management is characterized by its high reserve and liquidity levels. Debt levels are moderate and expected to remain manageable, aided by the city's rapid amortization rate."

One of the primary reasons that the City is held in high regard by the financial community is its development and implementation of a long-term financial plan. This plan is reviewed on an annual basis in conjunction with the City's bond sale and credit rating application process. The budget for the current fiscal year is used as the base year upon which future year projections are built. All expenditures, revenues and property valuations are reviewed to ensure that the timeliest information is available to be used for future year projections. The budget for the current year is also compared to the projections for that year from previous five-year plans to determine the accuracy of the projections. If modifications to the projection process are needed to ensure more accuracy, the City's financial staff will make changes accordingly. After careful review, this plan is submitted to the rating agencies prior to their review of the City's financial condition. This plan serves as a basis upon which important decisions concerning the City's financial future are made.

As stated previously, the rating agencies have recognized the conservative nature of the City's budgeting and financial management processes. In the area of debt issuance, it is particularly important to maintain all of the relevant indices below national standards. The City's below-average debt position is a reference to debt ratios such as per capita debt and the ratio of debt to assessed valuation, as well as the rapid retirement schedule and low percentage of debt service to the total budget. It is expected that these debt indicators will remain below national standards and within our debt policy after all debt included in the five-year plan is issued. The debt to be issued includes tax-supported bonds issued to finance several large construction and renovation projects critical to the objective of maintaining a high quality of life in Cambridge. It is important to note that these low debt levels are the direct result of using bond proceeds to finance capital projects only after it has been determined that there are no other feasible means of financing the projects. This document again includes investment, debt management and reserve policies which begin on page II-27.

The following chart compares selected ratios of Cambridge (in accordance with City of Cambridge financial policy) with the medians of cities rated Aaa by Moody's Investors Service, whose population is between 100,000 and 500,000. 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 Investors Service.

	Per Capita Assessed Valuation	Unreserved Fund Balance as % of Revenues	Total Fund Balance as % of Revenues	Gross Direct Debt as % of Assessed Valuation
Median	$109,596	10.46%	21.91%	2.51%
Cambridge	$232,469	28.60%*	32.82%	1.50%

Source: Moody's Investors Service 2010 Local Government National Medians Report. The medians shown above are from the 2010 report with comparable figures for Cambridge. The population figure is from the U.S. Department of Commerce Bureau of Census, 2010 Census Report.
*The figure for Cambridge is based on a restated unreserved fund balance. GASB54 requires use of new fund balance classifications, based primarily on the extent to which the government is bound to follow constraints on the use of resources.

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.

	FY09	FY10	FY11	FY12	FY13
Excess Levy Capacity (1)	$92,660,761	$98,559,309	$99,350,404	$102,642,311	$97,337,451
General Fund Balance (2)	$156,495,338	$146,297,896	$143,429,836	$137,284,859	$137,284,859
Free Cash (3)	$84,569,498	$89,315,773	$102,239,071	$90,900,000	$90,900,000
Rapidity of Debt Retirement (4)	77.6%	79.6%	79.8%	81.6%	81.6%

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 FY09-12 are actual amounts and FY13 is a projected figure.
2) The amounts shown for General Fund balances include those funds moved to the General Fund to satisfy GASB 34 requirements.
3) Free Cash is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY09-11 are actual amounts and those shown for FY12-13 are projected figures.
4) The percentages shown represent the percent of total debt that would be retired in ten years. With few exceptions, all debt issued by the City is retired within ten years.

INVESTMENT POLICY

I. PURPOSE

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of City of Cambridge (the City) funds. The City's investment program is operated by the City Treasurer in conformance with all applicable federal and state requirements, including 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. Each year the City Manager will review these policy statements with the City Council, informing the public of the City's desire to maintain the highest standards of governance.

II. SCOPE

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

III. INVESTMENT OBJECTIVES

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

A. Safety of Principal

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

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

B. Liquidity

The investment portfolio shall be structured to meet all of the City's cash requirements that may 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.

C. Yield

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

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

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

IV. STANDARDS OF CARE

A. Prudence

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

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

B. Ethics and Conflicts of Interest

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

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

C. Delegation of Authority

Authority to manage the investment program is granted to the Director of Financial Systems and Operations, hereinafter referred to as 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, Budget Director and the investment manager, will meet monthly to review the investment program and activity.

V. FINANCIAL DEALERS AND INSTITUTIONS

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

All repurchase agreement transactions will be conducted through primary dealers of the Federal Reserve Bank of New York or applicable state 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.

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 sixty per cent of the capital surplus of such bank, trust company or banking company unless satisfactory security is given to it by such bank, trust company or banking company for such excess.

B. Diversification

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

1. At the time of acquisition, no more than ten percent (10%) of the overall portfolio may be invested in deposits with a single bank, unless the deposits are fully-insured or fully-collateralized, or in repurchase arrangements for a period longer than two business days conducted through a single dealer.

2. There is no limitation on the percentage of the overall portfolio that may be invested in: (1) U.S. government and agency obligations and in repurchase agreements fully collateralized by such securities, appropriate state pools, or an authorized custodial arrangement, pool or money market fund, if permitted by state statute, specified in the appropriate Section.

3. Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed 10 percent of the portfolio's net assets at the time of purchase.

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

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

VII. REPORTS

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

VIII. PORTFOLIO VALUATION

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

IX. ADOPTION

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

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

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

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

DEBT MANAGEMENT POLICY

I. PURPOSE

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

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

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

II. POLICY STATEMENT

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

III. RESPONSIBILITY FOR POLICY

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

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

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

IV. GENERAL DEBT GOVERNING POLICIES

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

A. The City shall not issue debt obligations or use debt proceeds to finance current operations of the City.

B. The City will utilize debt obligations only for acquisition, construction or remodeling of capital improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.

C. The City will measure the impact of debt service requirements of outstanding and proposed debt obligations on single year, five, ten and twenty-year periods. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary allocation.

V. DEBT POLICIES, RATIOS AND MEASUREMENT

A. Purposes of Issuance – the City shall only issue debt obligations for acquiring, constructing or renovating City owned fixed assets or for refinancing existing debt obligations. The City intends only to invest and spend bond proceeds for projected capital expenditures to comply with the 24-month payout exception in the US 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 restrict 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) twenty years; or, (3) in the event debt obligations are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced.

C. Net Direct Debt Per Capita Personal Income – The City's overall net debt per capita shall not exceed 4.5% of per capita personal income. The Direct Debt Per Capita Personal Income shall be calculated by dividing the City's Net Direct Debt Per Capita by the most current, estimated per capita personal income.

D. Direct Debt as a Percent of Estimated Full Assessed Value – The City's overall net debt will not exceed 1.5% of the estimated full value of taxable real properties within the City. The ratio of Direct Debt to Estimated Full Assessed Value shall be calculated by dividing the City's Direct Debt by the estimated full-assessed value of all taxable properties within the City.

E. Debt Service Levels – The City shall adhere to a debt management strategy that achieves the goal of limiting annual debt service to 12.5% of the total budget.

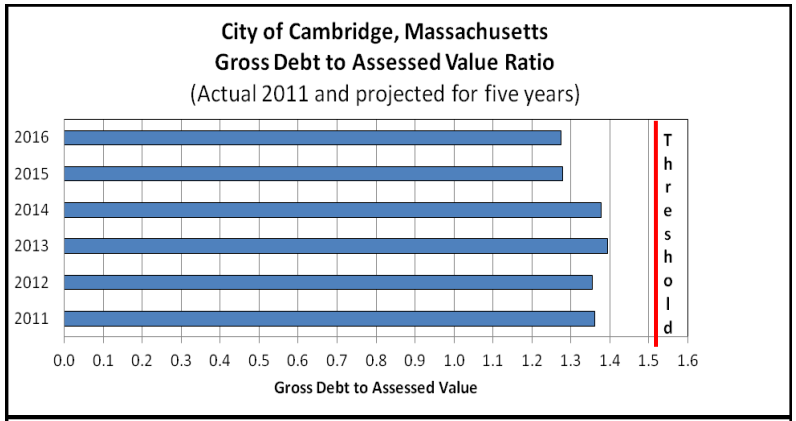
F. Average Maturity of General Obligation Bonds – the City shall have at least 70% of outstanding general obligation bonds mature in less than ten (10) years.

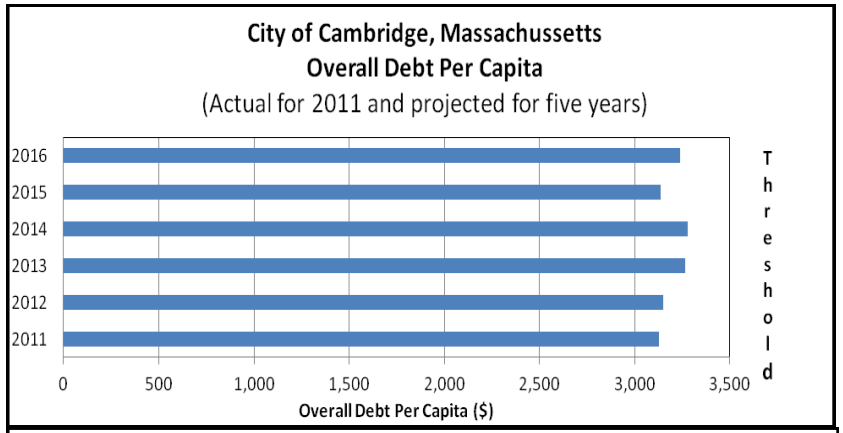
G. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3 percent and at least $1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.

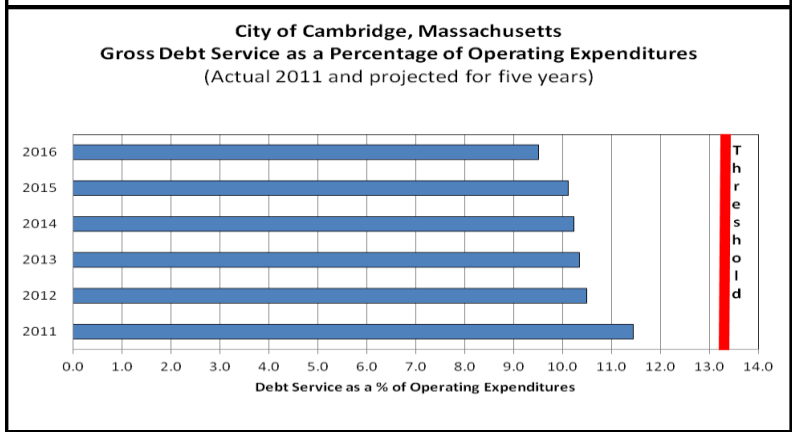
H. The City shall not exceed fifty percent (50%) of its statutory debt limitation.

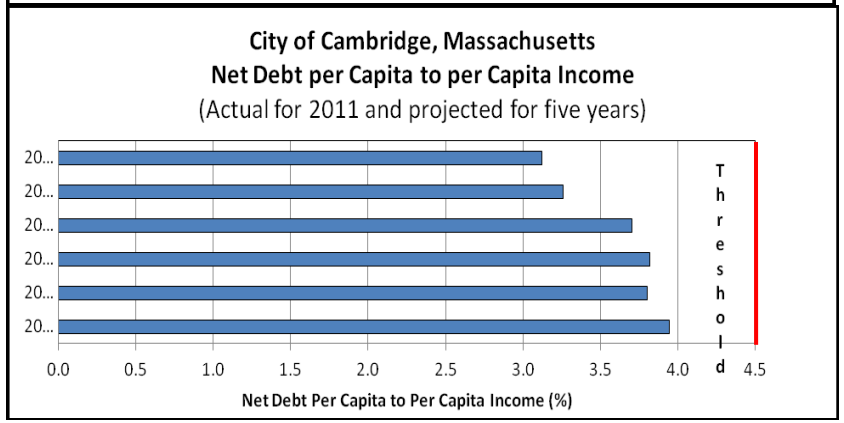
I. Bond Covenants and Laws – The City shall comply with all covenants and requirements of the bond resolutions, and Massachusetts and Federal laws authorizing and governing the issuance and administration of debt obligations.

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









DEBT RATIOS

Population[1]	Assessed Value[2]	Net Direct Debt[3]	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
105,162	$ 24,446,954,999	$ 263,945,390	1.08%	$2,510

[1] The population figure is from the 2010 U.S. Census. Source: U.S. Department of Commerce Bureau of Census
[2] The assessed value reflects full market value as of January 1, 2011
[3] The net direct debt is as of June 30, 2011

GENERAL DEBT LIMIT

Under Massachusetts statutes, the General Debt Limit of the City of Cambridge consists of a Normal Debt Limit and a Double Debt Limit. The Normal Debt Limit of the City is 5% of the valuation of taxable property as last equalized by the State Department of Revenue. The City of Cambridge can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the Double Debt Limit) with the approval of a State Board composed of the State Treasurer, State Auditor, Attorney General and Director of Accounts.

There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer bonds, solid waste disposal facility bonds and, subject to special debt limits, bonds for water (limited to 10 percent of equalized valuation), housing, urban renewal and economic development (subject to variation debt limits), electric and gas (subject to a separate limit equal to the General Debt Limit, including the same doubling provision). Industrial revenue bonds, electrical revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The General Debt Limit and the special debt limit for water bonds apply at the time the debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

DEBT LIMIT CALCULATION

Equalized Valuation as of January 1, 2010	**$ 28,162,029,300**
Debt Limit (5% of Equalized Valuation)	**$ 1,408,101,465**
Total Outstanding Debt as of June 30, 2012	$ 340,348,517
Total Authorized / Unissued Debt as of June 30, 2012	52,215,235
Total Outstanding Debt Plus Total Authorized / Unissued Debt	**$ 392,563,752**
Amount of Outstanding Debt Outside the Debt Limit	$ 18,360,000
Amount of Authorized / Unissued Debt Outside the Debt Limit	-
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	**$ 18,360,000**
Total Outstanding Debt Plus Total Authorized / Unissued Debt	$ 392,563,752
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	18,360,000
Debt Subject to the Debt Limit	**$ 374,203,752**
Debt Limit (5% of Equalized Valuation)	1,408,101,465
Remaining Borrowing Capacity Under Debt Limit	**$1,033,897,713**

FY13 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	$36,936,085	$10,298,057	$47,234,142
School	472,167	137,401	609,568
Water	2,840,000	842,801	3,682,801
Total	**$40,248,252**	**$ 11,278,259**	**$51,526,511**

Notes: * General Fund Debt Service, page IV-310, does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.

DEBT POSITION
Based on outstanding debt June 30, 2012

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 ten years of the date of issue and allocating funds from reserve accounts to finance projects which would otherwise have been supported through bond proceeds. The City's rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the construction of a new library, acquisition of, and renovations to a public safety facility and extensive improvements to the high school. In addition, key ratios, such as net direct debt to assessed value and unreserved fund balance as a per cent of revenues, compare favorably with national medians (see page II-26).

Fiscal Year	Total Debt	Debt Payment	Interest	Required Appropriation
2012-13	340,348,517	40,248,252	11,278,259	51,526,511
2013-14	300,100,265	36,919,271	10,210,567	47,129,838
2014-15	263,180,994	34,305,287	9,013,057	43,318,344
2015-16	228,875,707	30,414,644	7,914,305	38,328,949
2016-17	198,461,063	28,731,220	6,975,547	35,706,767
2017-18	169,729,843	26,602,800	6,074,355	32,677,155
2018-19	143,127,043	22,144,382	5,227,345	27,371,727
2019-20	120,982,661	19,525,966	4,461,591	23,987,557
2020-21	101,456,695	18,162,553	3,782,356	21,944,909
2021-22	83,294,142	15,594,142	3,130,325	18,724,467
2022-23	67,700,000	11,210,000	2,696,957	13,906,957
2023-24	56,490,000	11,240,000	2,234,937	13,474,937
2024-25	45,250,000	10,915,000	1,786,787	12,701,787
2025-26	34,335,000	10,215,000	1,356,719	11,571,719
2026-27	24,120,000	7,665,000	950,457	8,615,457
2027-28	16,455,000	6,815,000	648,845	7,463,845
2028-29	9,640,000	4,805,000	377,138	5,182,138
2029-30	4,835,000	2,780,000	183,263	2,963,263
2030-31	2,055,000	1,530,000	76,725	1,606,725
2031-32	525,000	525,000	15,750	540,750

Note: Total Debt reflects position as of June 30 of the previous year.

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 the City taxpayers.

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

II. POLICY STATEMENT

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

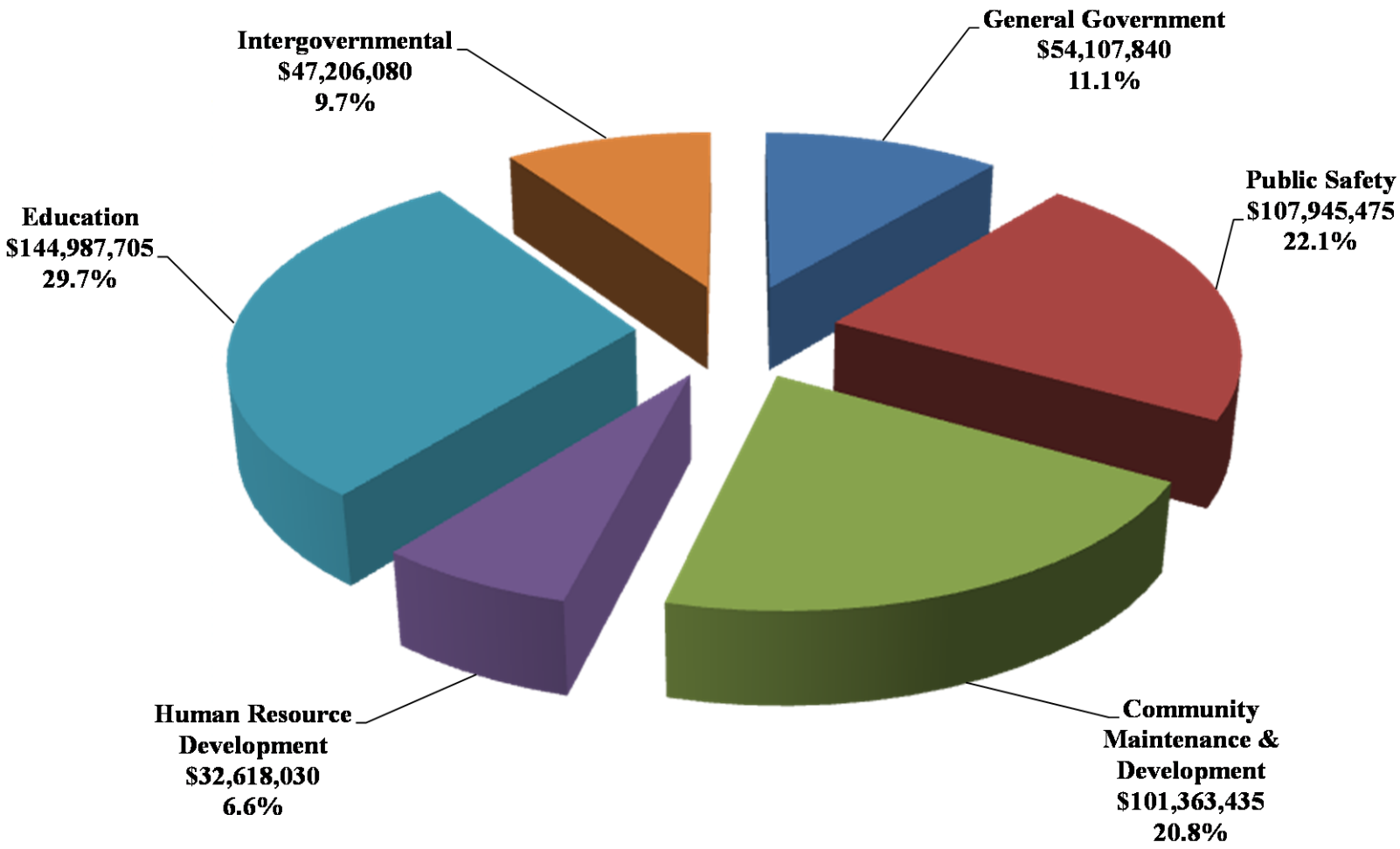
An unreserved/undesignated General Fund (GAAP) balance as of June 30 of each year equal to or greater than 15% of the ensuing fiscal year's operating revenue; and total general fund balance as of June 30 of each year equal to or greater than 25% of the ensuing fiscal year's operating revenue.

III. RESPONSIBILITY FOR POLICY

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

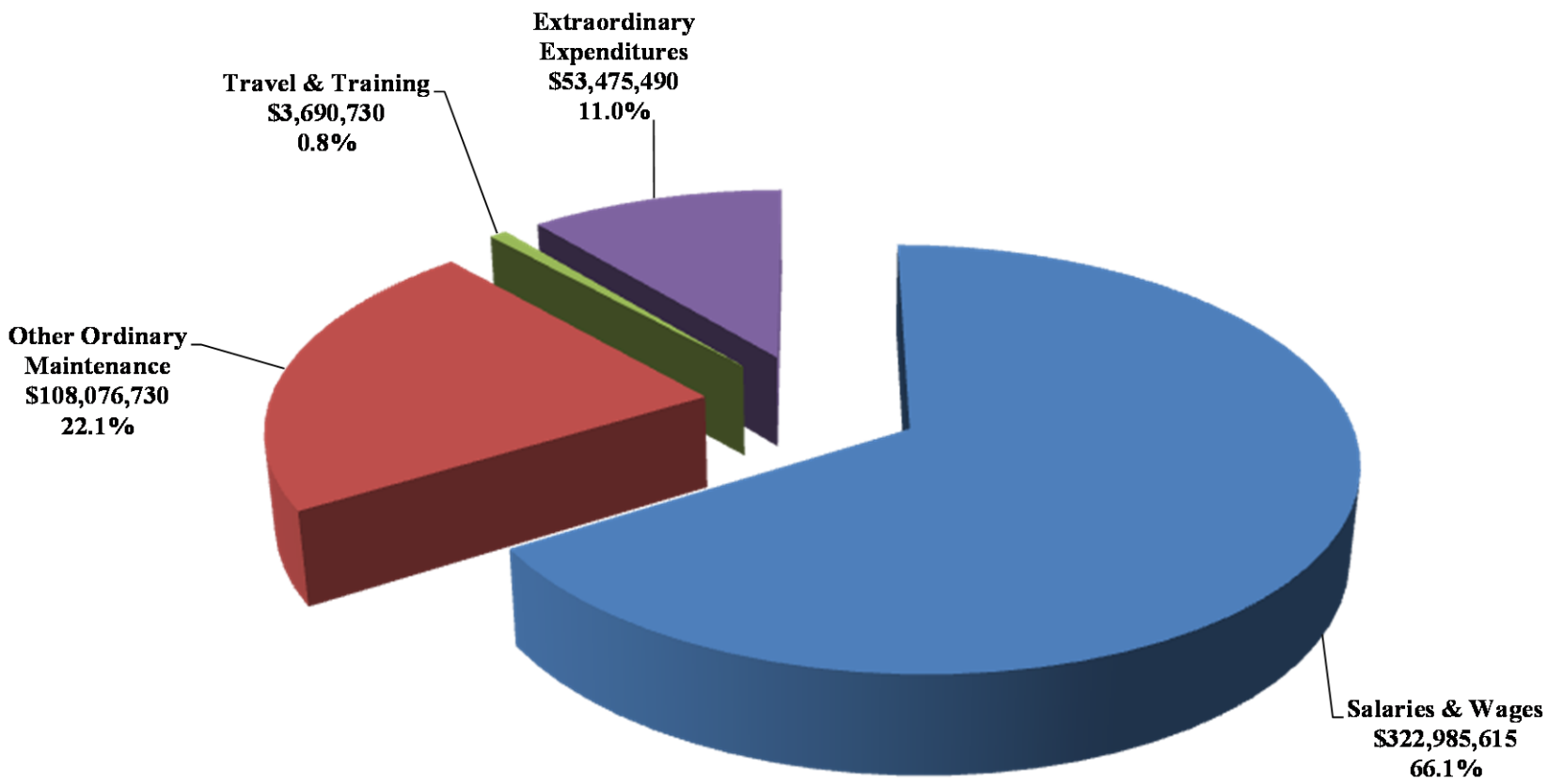
This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.

APPROPRIATION BY FUNCTION

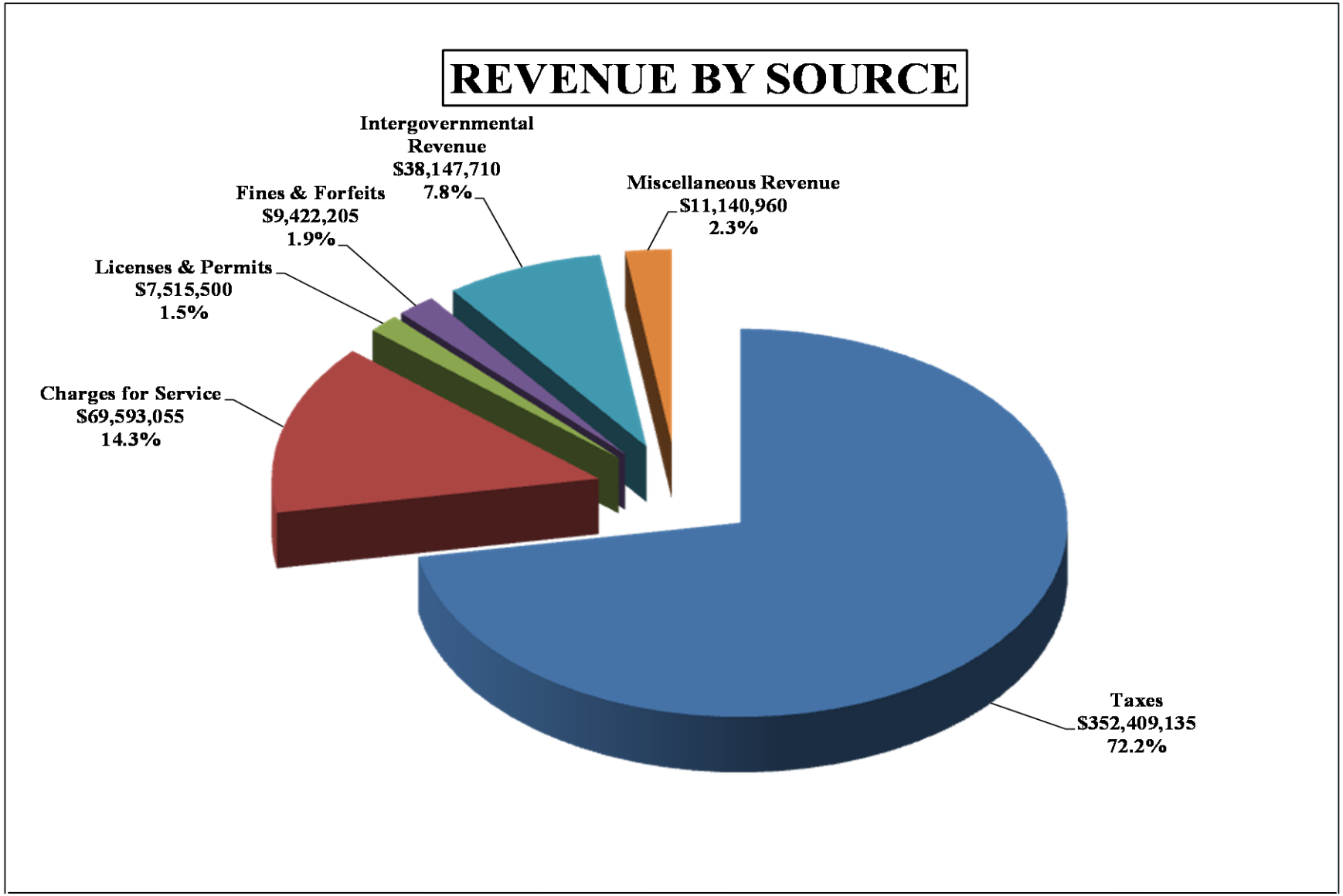


TOTAL OPERATING BUDGET $488,228,565

APPROPRIATION BY STATUTORY CATEGORY

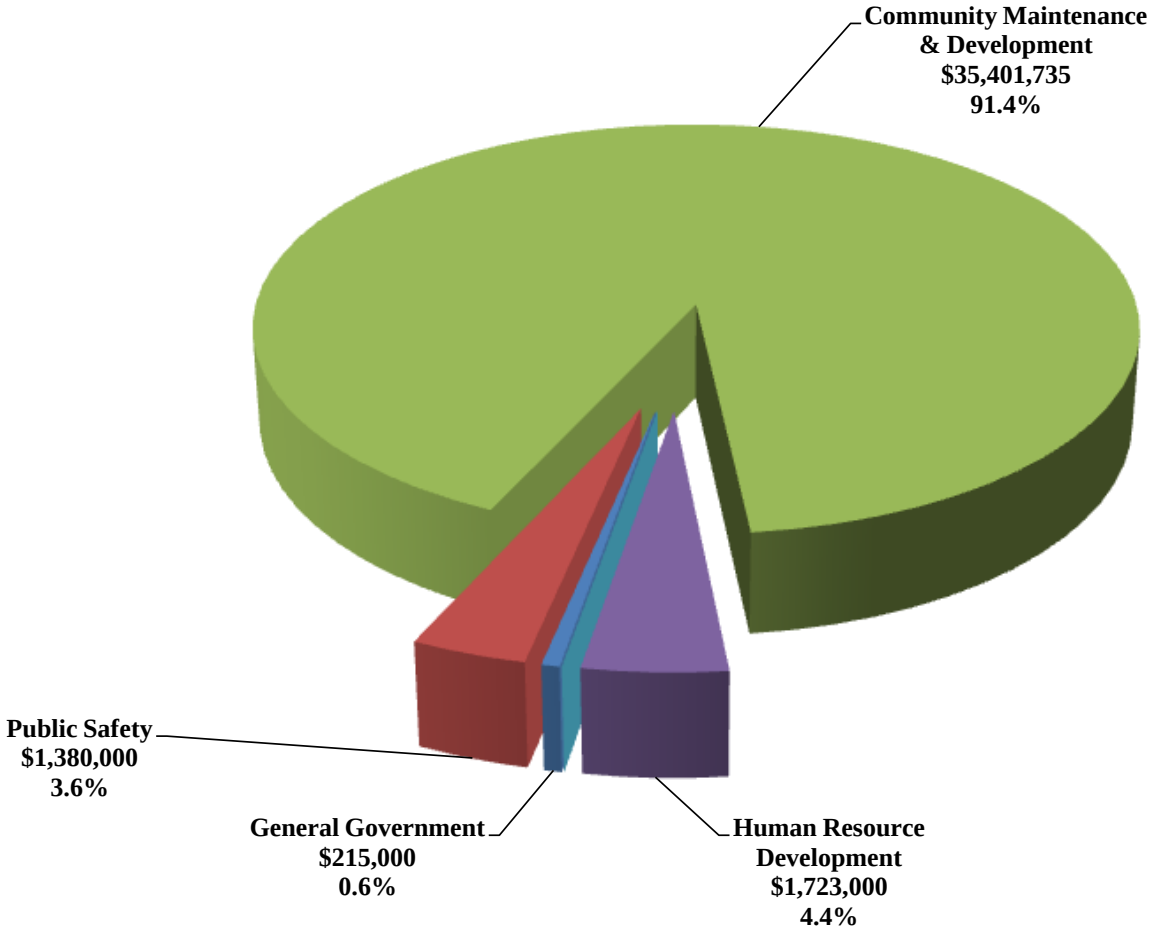


TOTAL OPERATING BUDGET $488,228,565



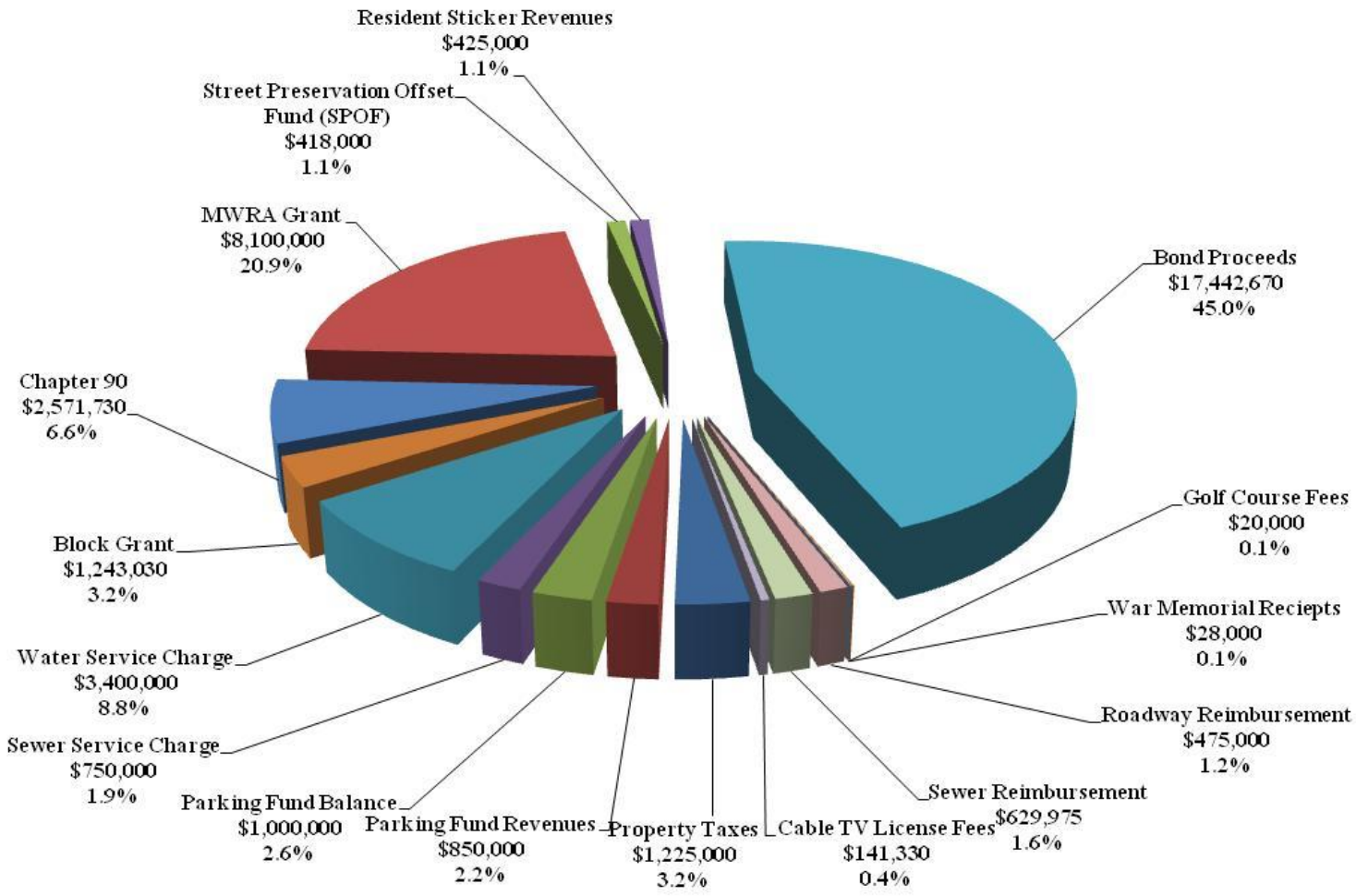
TOTAL OPERATING BUDGET $488,228,565

PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2013



TOTAL CAPITAL BUDGET $38,719,735

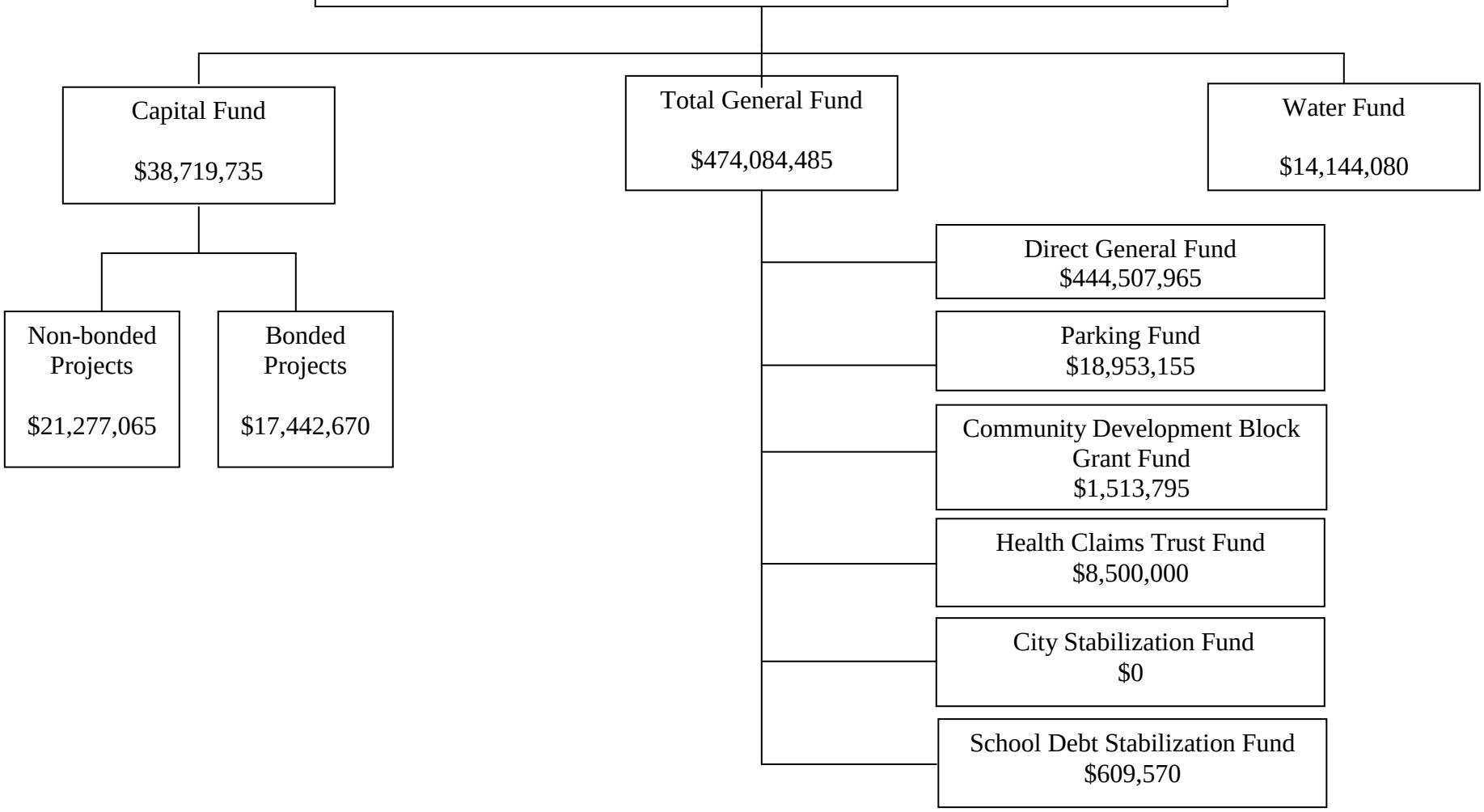
PUBLIC INVESTMENT FINANCING PLAN
FISCAL YEAR 2013



TOTAL CAPITAL BUDGET $38,719,735

TOTAL FY 2013 CITY BUDGET
APPROPRIATED FUNDS

-	Total General Fund	$474,084,485
-	Water Fund	14,144,080
-	Capital Fund	38,719,735
	Total:	$526,948,300



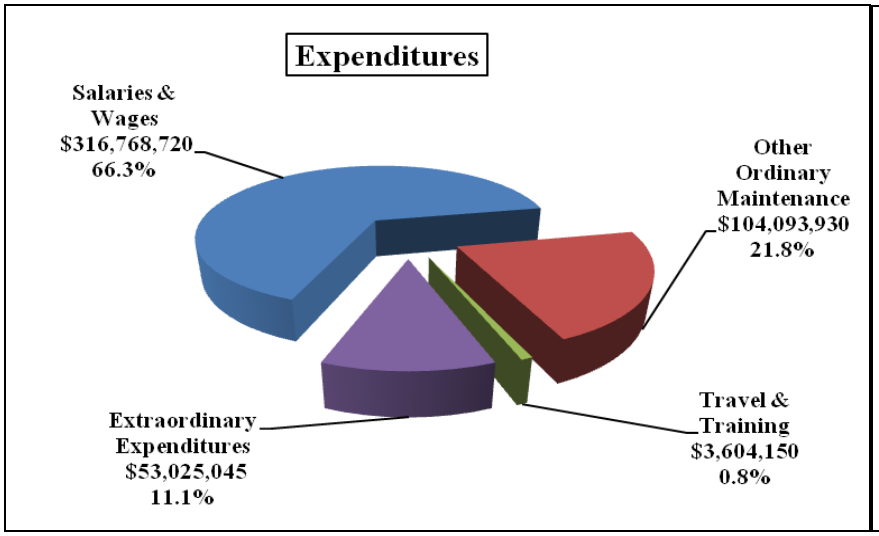
GENERAL FUND

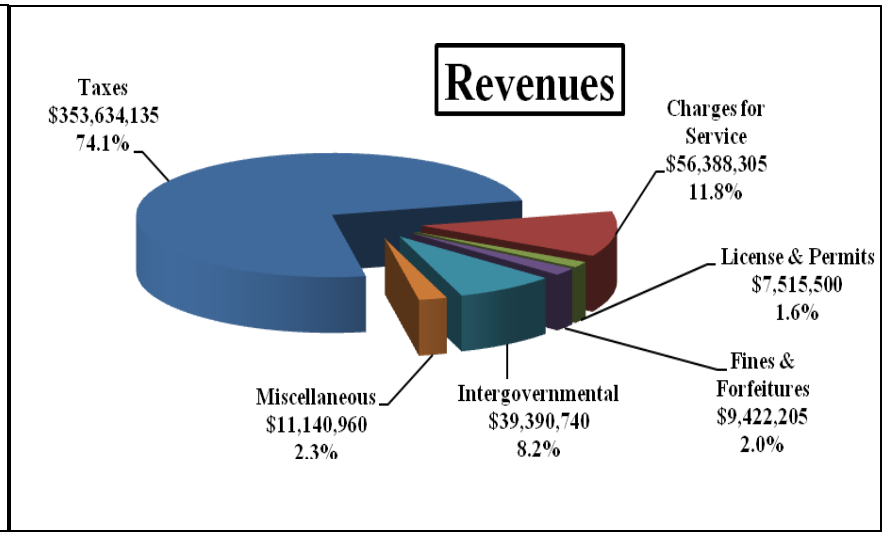
TOTAL $477,491,845

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is $477,491,845 (which is the City Appropriation of $488,228,565 less the Water Fund appropriation of $14,144,080), with an additional $3,407,360 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $3,407,360 is the City Public Investment Appropriation of $21,277,065, less $8,100,000 in MWRA Grants, $2,571,730 in Chapter 90 funds, $2,275,000 in Parking Fund revenue, $3,400,000 in Water Service Charges, $629,975 in Sewer reimbursements, $475,000 in Roadway reimbursements, and $418,000 from the Street Preservation Offset Fund (SPOF).

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 316,768,720	$ 104,093,930	$ 3,604,150	$ 53,025,045

Taxes	Licenses & Permits	Fines & Forfeits	Charges For Service	Intergovernmental Revenue	Miscellaneous Revenue
$ 353,634,135	$ 7,515,500	$ 9,422,205	$ 56,388,305	$ 39,390,740	$ 11,140,960





GENERAL FUND THREE YEAR HISTORY

Expenditure Category	FY11[1]	FY12[2]	FY13[3]
Salaries and Wages	$288,740,790	$304,039,470	$316,768,720
Other Ordinary Maintenance	103,128,430	102,941,815	104,093,930
Travel & Training	3,516,870	3,603,040	3,604,150
Extraordinary Expenditures	52,125,395	51,862,240	53,025,045
TOTAL BUDGETED EXPENDITURES	**$447,511,485**	**$462,446,565**	**$477,491,845**

Revenue Category	FY11[1]	FY12[2]	FY13[3]
Taxes	$316,425,015	$334,842,295	$353,634,135
Licenses & Permits	6,577,700	7,000,350	7,515,500
Fines & Forfeits	9,621,195	9,657,085	9,422,205
Charges For Service	54,615,360	55,912,520	56,388,305
Intergovernmental Revenue	41,556,325	39,073,050	39,390,740
Miscellaneous Revenue	18,715,890	15,961,265	11,140,960
TOTAL BUDGETED REVENUES	**$447,511,485**	**$462,446,565**	**$477,491,845**

[1] The total FY11 General Fund appropriation is $447,511,485 (which is the City Appropriation of $459,705,025, less the Water Fund appropriation of $16,416,120), with an additional $4,222,580 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $4,222,580 is the City Public Investment Appropriation of $9,935,015, less $1,933,435 in Chapter 90 funds, $576,410 from MWRA Grants, $417,590 from Interest on MWRA Grants, $775,000 in Parking Fund revenue, $1,750,000 in Water Service Charges and $260,000 from the Street Preservation Offset Fund (SPOF).

[2] The total FY12 General Fund appropriation is $462,446,565 (which is the City Appropriation of $472,196,095, less the Water Fund appropriation of $14,902,620), with an additional $5,153,090 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $5,153,090 is the City Public Investment Appropriation of $11,613,225, less $1,995,135 in Chapter 90 funds, $1,580,000 in Parking Fund revenue, $2,750,000 in Water Service Charges and $135,000 from the Street Preservation Offset Fund (SPOF).

[3] The total FY13 General Fund appropriation is $477,491,845 (which is the City Appropriation of $488,228,565 less the Water Fund appropriation of $14,144,080), with an additional $3,407,360 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The $3,407,360 is the City Public Investment Appropriation of $21,277,065, less $8,100,000 in MWRA Grants, $2,571,730 in Chapter 90 funds, $2,275,000 in Parking Fund revenue, $3,400,000 in Water Service Charges, $629,975 in Sewer reimbursements, $475,000 in Roadway reimbursements, and $418,000 from the Street Preservation Offset Fund (SPOF).

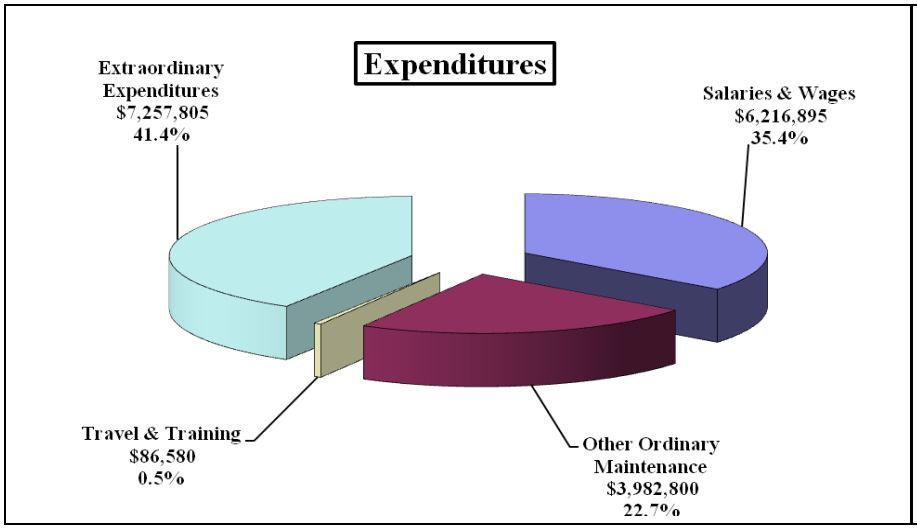
WATER FUND

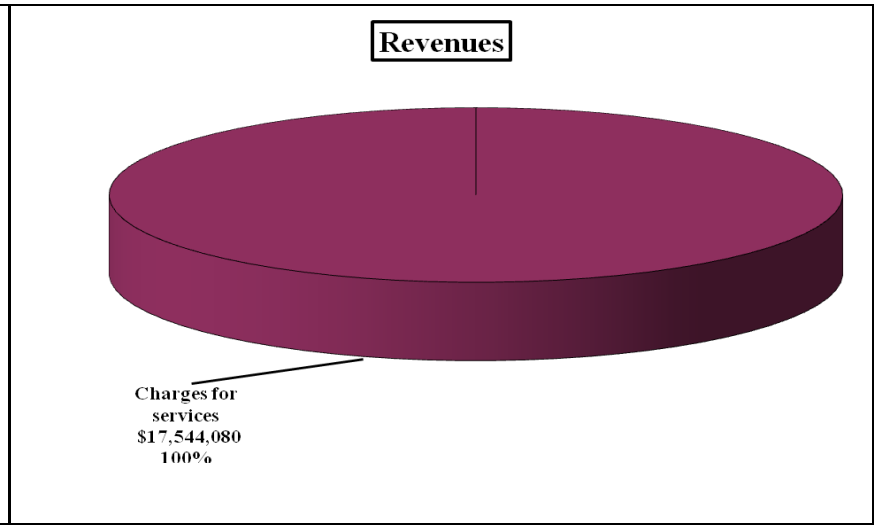
TOTAL $17,544,080

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services. The total FY13 Operating Budget appropriation is $14,144,080. In addition, Water Fund revenues are raised and transferred to the Public Investment Fund ($3,400,000) to cover improvements to the water system.

Salaries & Wages	Other Ordinary Maintenance	Travel & Training	Extraordinary Expenditures
$ 6,216,895	$ 3,982,800	$ 86,580	$ 7,257,805

Charges for Service
$ 17,544,080





WATER FUND THREE YEAR HISTORY

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and intergovernmental revenue.

Expenditure Category	FY11[1]	FY12[2]	FY13[3]
Salaries and Wages	$6,258,595	$6,035,610	$6,216,895
Other Ordinary Maintenance	3,824,350	4,050,450	3,982,800
Travel & Training	61,580	86,580	86,580
Extraordinary Expenditures	8,021,595	7,479,980	7,257,805
TOTAL BUDGETED EXPENDITURES	**$18,166,120**	**$17,652,620**	**$17,544,080**

Revenue Category	FY11[1]	FY12[2]	FY13[3]
Charges For Service	$17,724,995	$17,652,620	$17,544,080
Intergovernmental Revenue	441,125	-	-
TOTAL BUDGETED REVENUES	**$18,166,120**	**$17,652,620**	**$17,544,080**

[1] The total FY11 Appropriation is $18,166,120, including Water Fund revenues raised and transferred to the Public Investment Fund ($1,750,000) to cover improvements to the water system.

[2] The total FY12 Appropriation is $17,652,620, including Water Fund revenues raised and transferred to the Public Investment Fund ($2,750,000) to cover improvements to the water system.

[3] The total FY13 Appropriation is $14,144,080 including Water Fund revenues raised and transferred to the Public Investment Fund ($3,400,000) to cover improvements to the water system.

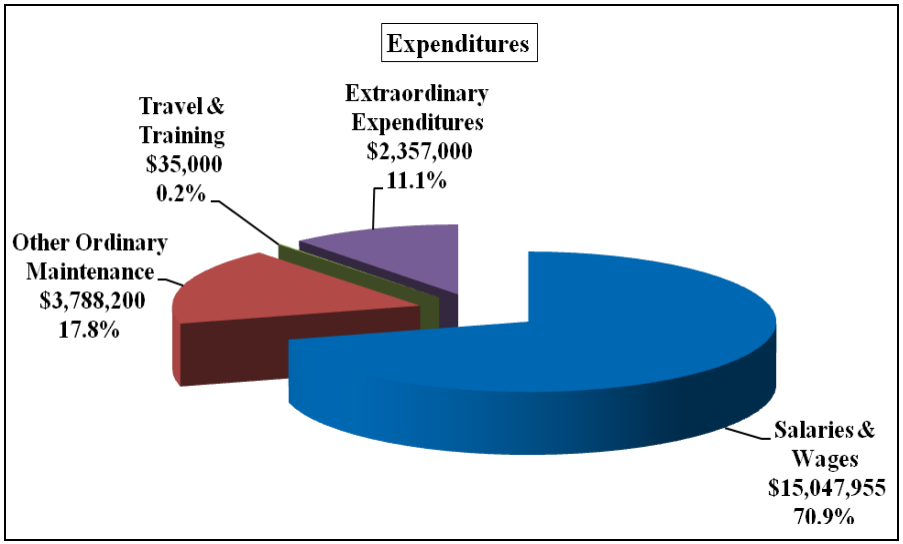
PARKING FUND

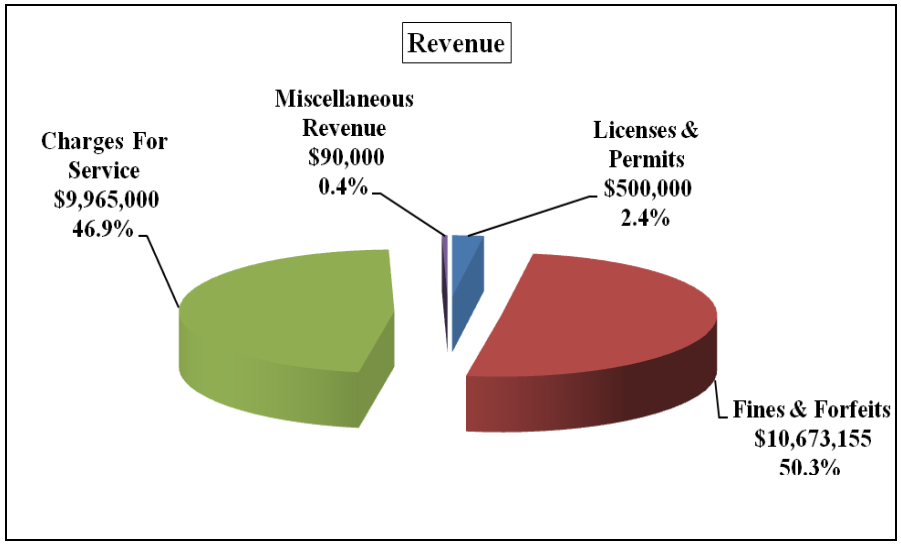
TOTAL $21,228,155

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 11 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of $21,228,155 in Parking Fund revenues in the FY13 Budget is as follows: transfer to General Fund ($18,953,155) and the Public Investment Fund ($2,275,000), which includes $1,000,000 in Parking Fund Balance. $10,551,435 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $8,401,720 will offset salary costs for other City departments ($7,916,560) and state assessments ($485,160).

Salaries & Wages $ 15,047,955	**Other Ordinary Maintenance** $ 3,788,200	**Travel & Training** $ 35,000	**Extraordinary Expenditures** $ 2,357,000
Licenses & Permits $ 500,000	**Fines & Forfeits** $ 10,673,155	**Charges for Service** $ 9,965,000	**Miscellaneous Revenue** $ 90,000

The appropriations shown above are included in the General Fund and Public Investment appropriation orders.





PARKING FUND THREE YEAR HISTORY

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 11 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures.

Expenditure Category	**FY11[1]**	**FY12[2]**	**FY13[3]**
Salaries and Wages	$14,192,710	$14,552,590	$15,047,955
Other Ordinary Maintenance	3,740,460	3,776,420	3,788,200
Travel & Training	23,400	23,400	35,000
Extraordinary Expenditures	963,375	1,772,125	2,357,000
TOTAL BUDGETED EXPENDITURES	**$18,919,945**	**$20,124,535**	**$21,228,155**

Revenue Category	**FY11[1]**	**FY12[2]**	**FY13[3]**
Licenses & Permits	$525,000	$450,000	$500,000
Fines & Forfeits	9,779,945	9,794,535	10,673,155
Charges For Service	8,485,000	9,775,000	9,965,000
Miscellaneous Revenue	130,000	105,000	90,000
TOTAL BUDGETED REVENUES	**$18,919,945**	**$20,124,535**	**$21,228,155**

[1] The allocation of $18,919,945 in Parking Fund revenues in the FY11 Budget is as follows: transfer to General Fund ($18,144,945) and the Public Investment Fund ($775,000). $10,034,590 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $8,110,355 will offset salary costs for other City departments ($7,516,560), cover state assessments ($459,420) and pay debt service on street reconstruction projects ($134,375).

[2] The allocation of $20,124,535 in Parking Fund revenues in the FY12 Budget is as follows: transfer to General Fund ($18,544,535) and the Public Investment Fund ($1,580,000). $10,294,470 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $8,250,065 will offset salary costs for other City departments ($7,616,560) cover state assessments ($505,380) and pay debt service on street reconstruction projects ($128,125).

[3] The allocation of $21,228,155 in Parking Fund revenues in the FY13 Budget is as follows: transfer to General Fund ($18,953,155) and the Public Investment Fund ($2,275,000), which includes $1,000,000 in Parking Fund Balance. $10,551,435 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining $8,401,720 will offset salary costs for other City departments ($7,916,560) and cover state assessments ($485,160).

PROJECTED FUND BALANCES

The projections that are shown in the charts on pages II-51 and II-52 are for the three funds for which appropriations will be made in the FY13 Budget. The fund balances that are shown as of June 30, 2011 are from the City's FY11 Comprehensive Annual Financial Report (CAFR), while fund balances as of June 30, 2012 and June 30, 2013 are based on projected revenues and expenditures for those two fiscal years. The General Fund Budget includes expenditures that are financed through transfers from the Parking, Block Grant, Health Claims Trust, Stabilization and School Debt Stabilization Funds. The Water Fund includes all expenditures related to the operation of the water system, including debt service on the bonds issued to finance construction of the water treatment plant, as well as other improvements to the water system and transfers to the Capital Fund to finance certain capital projects. The Capital Budget includes appropriations for a wide range of projects related to the acquisition of fixed assets as well as new construction and improvements to existing City facilities. Appropriations from all revenue sources, including bond proceeds, are made directly to this fund while the debt service on bond-financed projects is included in the General and Water Funds.

The Stabilization Fund, which is shown on page II-54, was established as a reserve to offset a portion of the debt service on large tax-supported projects. Transfers of $2,000,000 were made from this fund to the General Fund in both FY06 and FY07, with additional transfers of $3,000,000, $7,000,000, $8,000,000 and $8,300,000 made in FY08, FY09, FY10 and FY11, respectively. The balance of this fund, approximately $5,150,000, was transferred to the General Fund in FY12.

Projections are also shown for the Health Claims Trust and School Debt Stabilization Funds. Although no appropriations are made to these funds, transfers are made from these funds to the General Fund to cover certain costs including a portion of health care costs and debt service on School bonds. The larger of the two funds in this group, the Health Claims Trust Fund, receives revenues primarily from employee health deductions and interest earnings on the fund balance, with transfers from General Fund health care surpluses providing additional funds. The School Debt Stabilization Fund has been used to mitigate the effects of receiving reimbursements from the state on certain bond-financed projects prior to incurring debt service costs on the bonds, and to provide funds for the School Department’s share of the debt service on the War Memorial Renovation Project.

It is important to note that, in the following chart, the amounts shown for the General Fund for July 1, 2010, June 30, 2011 and July 1, 2011 include the balances of the Health Claims Trust Fund, City Stabilization Fund, School Debt Stabilization Fund and Internal Service Fund. Since these balances are included in the General Fund total in the FY11 CAFR, it is appropriate to include them in this chart.

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

GENERAL, WATER AND CAPITAL FUNDS FY11-13

	FY13 Budget			FY13	FY12	FY11
	General Fund	**Water Fund**	**Capital Funds**	**Budget All Fund Types**	**Projected All Fund Types**	**Actual All Fund Types**
Revenues and Other Financing Sources:						
Property Taxes	$325,264,135	-	$1,225,000	$326,489,135	$299,090,638	$281,812,153
Payments in Lieu of Taxes	5,245,000	-	-	5,245,000	5,232,000	7,344,911
Hotel / Motel / Corporation Excise Tax	11,700,000	-	-	11,700,000	12,000,000	11,704,743
Motor Vehicle Excise	6,100,000	-	-	6,100,000	6,100,000	6,452,602
Meals Tax	3,300,000	-	-	3,300,000	3,400,000	3,371,926
Intergovernmental	27,690,565	-	-	27,690,565	29,752,005	31,795,812
Sewer Use	38,090,895	-	750,000	38,840,895	38,950,000	40,346,895
Water Use	705,575	$14,144,080	3,400,000	18,249,655	18,100,000	19,261,389
Investment Income	560,000	-	-	560,000	560,000	1,064,224
Bond Proceeds	-	-	17,442,670	17,442,670	44.354,300	46,220,000
Miscellaneous Revenues	55,428,315	-	15,902,065	71,330,380	75,715,425	67,901,294
Total Revenues	$474,084,485	$14,144,080	$38,719,735	$526,948,300	$533,254,368	$517,275,949
Expenditures and Other Financing Uses:						
Current:						
General Government	$53,907,840	-	-	$53,907,840	$46,909,345	$35,891,674
Public Safety	107,945,475	-	-	107,945,475	103,892,585	100,413,995
Community Maintenance & Development	39,692,380	$14,144,080	-	53,836,460	52,636,430	50,691,179
Human Resource Development	32,618,030	-	-	32,618,030	31,380,665	29,586,338
Education	144,987,705	-	-	144,987,705	139,883,265	134,077,602
Judgments and Claims	200,000	-	-	200,000	12,177,610	9,029,151
Intergovernmental	47,206,080	-	-	47,206,080	47,973,095	44,892,107
Capital Outlays	-	-	$38,719,735	38,719,735	55,967,525	76,208,380
Other Financing Uses	-	-	-	-	3,443,955	4,225,000
Debt Service						
Principal	36,936,085	-	-	36,936,085	33,939,460	34,865,930
Interest	10,298,060	-	-	10,298,060	10,438,170	10,222,520
Fees	292,830	-	-	292,830	217,200	159,111
Total Expenditures	$474,084,485	$14,144,080	$38,719,735	$526,948,300	$539,309,305	$530,262,987

	General Fund	Water Fund	Capital Fund	Total
Fund Balances (Actuals for FY11 and Projections for FY12-13)				
FY11				
Beginning Balances (July 1, 2010) (Actuals)	$146,297,896	$110,423,831	$67,225,016	$323,946,743
FY11 Revenues (Including Transfers In)	436,954,612	19,261,389	61,059,948	517,275,949
FY11 Expenditures (Including Transfers Out)	439,822,672	14,231,935	76,208,380	530,262,987
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(2,868,060)	5,029,454	(15,148,432)	(12,987,038)
Ending Balances June 30, 2011 (Actuals)	$143,429,836	$115,453,285	$52,076,584	$310,959,705
FY12				
Beginning Balances (July 1, 2011) (Actuals)	$143,429,836	$115,453,285	$52,076,584	$310,959,705
FY12 Revenues	459,186,843	18,100,000	55,967,525	533,254,368
FY12 Expenditures	465,331,820	18,009,960	55,967,525	539,309,305
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(6,144,977)	90,040	-	(6,054,937)
Ending Balances June 30, 2012 (Projected)	$137,284,859	$115,543,325	$52,076,584	$304,904,768
FY13				
Beginning Balances (July 1, 2012) (Projected)	$137,284,859	$115,543,325	$52,076,584	$304,904,768
FY13 Revenues	474,084,485	14,144,080	38,719,735	526,948,300
FY13 Expenditures	474,084,485	14,144,080	38,719,735	526,948,300
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2013 (Projected)	$137,284,859	$115,543,325	$52,076,584	$304,904,768

HEALTH CLAIMS TRUST AND STABILIZATION FUNDS

HEALTH CLAIMS TRUST FUND

This fund was established by the City during FY85 to act as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income to this trust fund. It has been the City's policy to transfer a portion of the balance of this fund to the General Fund to cover a portion of health insurance costs. The transfer to the General Fund remained stable at $3,860,000 for several years. However, due to a substantial increase in revenues to this fund as a result of City employees paying a larger portion of health costs, and a higher base upon which deductions were calculated, the transfer to the General Fund increased to $5,000,000 in FY08, $5,500,000 in FY09, $6,750,000 in FY10 (and an additional $2,000,000 to begin the process of funding the Other Post Employment Benefits (OPEB) unfunded liability), $7,000,000 in FY11 and $8,300,000 in FY12. The transfer in FY13 is projected to increase to $8,500,000, which is the largest allocation for health care costs since the fund was established in FY85.

CITY STABILIZATION FUND

This fund is a statutory reserve account, which may be used for purposes for which debt would ordinarily be used. Transfers of $2,000,000 were made from this fund to the General Fund in both in FY06 and FY07, with an additional $3,000,000 made during FY08. The fund balance at the end of FY08 increased to $19.7 million primarily due to an $8,000,000 appropriation from Free Cash in FY08, which is the same amount that was added to the fund in FY07. An additional $8,000,000 was added from Free Cash in FY09 in order to partially offset a large increase in tax-supported debt in FY09. The transfer from the Stabilization Fund to the General Fund was increased to $7,000,000 in FY09, which resulted in a fund balance of $21,064,975. The FY10 transfer was increased to $8,000,000 and the fund balance as of June 30, 2010 was $13,353,398. The transfer amount increased to $8,300,000 in FY11 and the fund balance as of June, 30 2011 was $5,180,558. The transfer for FY12 was $5,150,000, which leaves only a small amount in the fund.

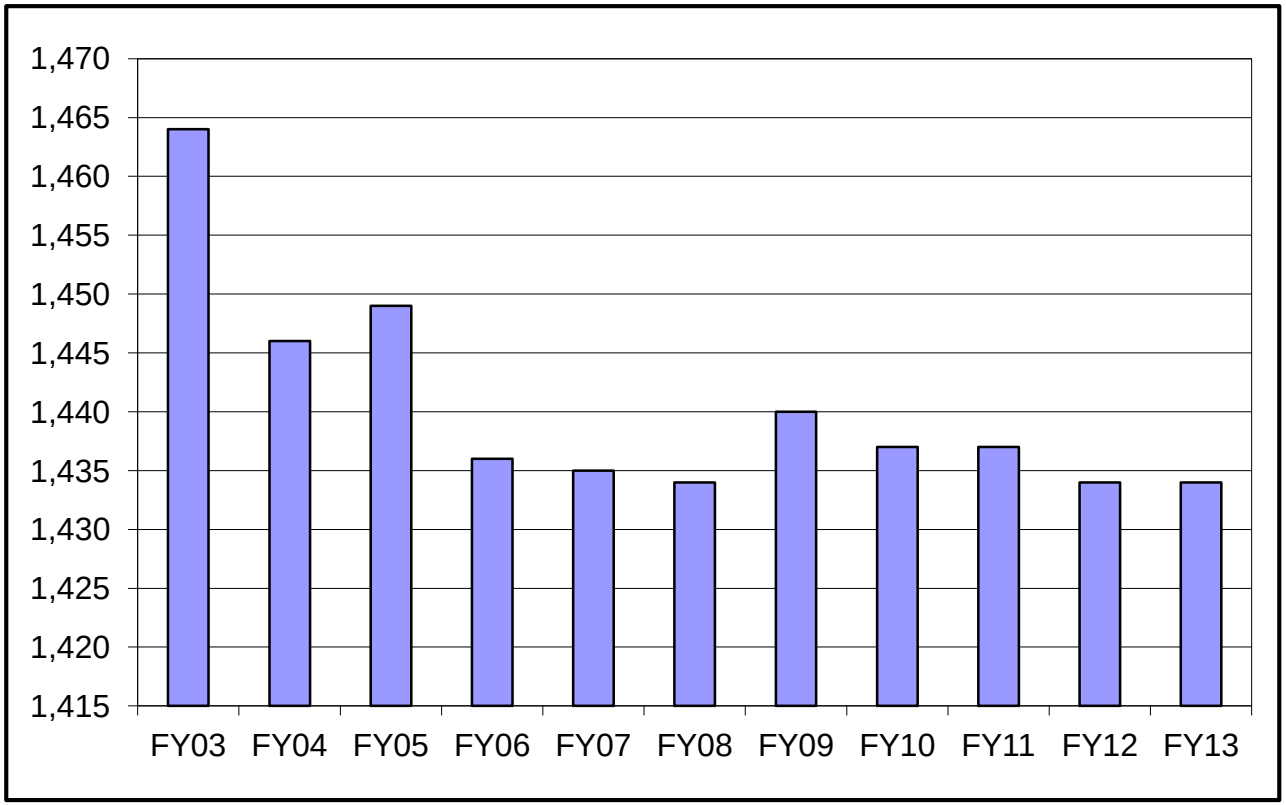
SCHOOL DEBT STABILIZATION FUND

This fund is a statutory reserve account, which may be used only for the purposes of offsetting future school debt service. The current balance in the fund is being used to finance a portion of FY13 debt service costs on renovations to the War Memorial ($609,570). The balance in the fund will cover future War Memorial debt service until the issue is retired in FY18.

	Health Claims Trust Fund	City Stabilization Fund	School Debt Stabilization Fund
Fund Balances (Actuals for FY11 and Projections for FY12-13)			
FY11			
Beginning Balances (July 1, 2010) (Actuals)	$16,192,969	$13,353,398	$7,253,260
FY11 Revenues	8,198,977	127,160	59,596
FY11 Expenditures	7,000,000	8,300,000	1,198,615
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	1,198,977	(8,172,840)	(1,139,019)
Ending Balances June 30, 2011 (Actuals)	$17,391,946	$5,180,558	$6,114,241
FY12			
Beginning Balances (July 1, 2011) (Actuals)	$17,391,946	$5,180,558	$6,114,241
FY12 Revenues	8,570,000	130,000	60,000
FY12 Expenditures	8,300,000	5,150,000	632,470
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	270,000	(5,020,000)	(572,470)
Ending Balances June 30, 2012 (Projected)	$17,661,946	$160,558	$5,541,771
FY13			
Beginning Balances (July 1, 2012) (Projected)	$17,661,946	$160,558	$5,541,771
FY13 Revenues	8,950,000	3,000	50,000
FY13 Expenditures	8,500,000	-	609,570
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	450,000	3,000	(559,570)
Ending Balances June 30, 2013 (Projected)	$18,111,946	163,558	$4,982,201

FULL-TIME POSITION LIST COMPARISON

Excluding Schools



FY03	**1,464**
FY04	**1,446**
FY05	**1,449**
FY06	**1,436**
FY07	**1,435**
FY08	**1,434**
FY09	**1,440**
FY10	**1,437**
FY11	**1,437**
FY12	**1,434**
FY13	**1,434**

The City created a vacancy committee several years ago consisting of the City Manager, Deputy City Manager, Finance Director, Budget Director and Personnel Director. This committee reviews requests from departments to fill vacancies as they occur. In some cases, position vacancies are held open by the committee. This review, in conjunction with the budget process, has yielded a net reduction of 30 positions since FY03.

POSITION LIST

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
GENERAL GOVERNMENT				
MAYOR				
Staff Positions	5	5	5	-
TOTAL	**5**	**5**	**5**	**-**
EXECUTIVE				
City Manager	1	1	1	-
Deputy City Manager	1	1	1	-
Asst. to the City Manager	1	1	1	-
Affirmative Action Director	1	1	1	-
Executive Assistant to the City Manager	1	1	1	-
Administrative Assistant	1	1	1	-
Public Information Officer	1	1	1	-
PTDM Planning Officer	1	1	1	-
Senior Management Analyst	1	1	1	-
TOTAL	**9**	**9**	**9**	**-**
CITY COUNCIL				
Exec. Assistant to the City Council	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	**2**	**2**	**2**	**-**
CITY CLERK				
City Clerk	1	1	1	-
Deputy City Clerk	1	1	1	-
Operations Manager	1	1	1	-
Senior Clerk & Stenographer	3	3	1	(2)
Principal Clerk	2	2	5	3
Administrative Asst./City Clerk	2	2	1	(1)
TOTAL	**10**	**10**	**10**	**-**
LAW				
City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
First Assistant City Solicitor	1	1	1	-
Assistant City Solicitor	5	5	5	-
Administrative Assistant	2	2	2	-
Office Manager	1	1	1	-
TOTAL	**11**	**11**	**11**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
FINANCE/ADMINISTRATION				
Assistant City Manager/Fiscal Affairs	1	1	1	-
Administrative Asst. to Finance Director	1	1	1	-
TOTAL	**2**	**2**	**2**	**-**
FINANCE/BUDGET				
Bud Dir./Deputy Finance Dir.	1	1	1	-
Capital Project Fiscal Manager	1	1	1	-
Principal Budget Analyst	2	2	2	-
TOTAL	**4**	**4**	**4**	**-**
FINANCE/PERSONNEL				
Personnel Director	1	1	1	-
Manager/Employee Relations	1	1	1	-
Manager/Training & Development	1	1	1	-
Claims Manager	1	1	1	-
Manager/ Benefits & Compensation	0	0	1	1
Personnel /Labor Services Analyst	1	1	1	-
Personnel Specialist	1	1	1	-
Administrative Assistant	1	1	1	-
Employment Resource Specialist	1	1	1	-
Account Coordinator	1	1	1	-
Deputy Director	1	1	0	(1)
Employee Benefits Service Rep.	1	1	1	-
Employment Assistant	1	1	1	-
TOTAL	**12**	**12**	**12**	**-**
FINANCE/ASSESSORS				
Director of Assessment	1	1	1	-
Assessor	1	1	1	-
Manager of Assessing	0	0	1	1
Property Lister/Data Collector	1	1	1	-
Customer Service Supervisor	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	3	3	3	-
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Administrative Assistant	1	1	1	-
Assistant to Board of Assessors	1	1	1	-
Operations Manager	1	1	0	(1)
TOTAL	**14**	**14**	**14**	**-**
FINANCE/PURCHASING				
Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. Of Construction Procurement	1	1	1	-
Buyer	1	3	3	-
Administrative Assistant	1	1	1	-
Assistant Buyers	2	0	0	-
TOTAL	**7**	**7**	**7**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
FINANCE/AUDITING				
City Auditor	1	1	1	-
Senior Fin. Reporting & Internal Control	1	1	1	-
Senior Account Clerk	2	2	2	-
General Ledger Accountant	1	1	1	-
Financial Analyst	1	1	1	-
Administrative Assistant	1	1	1	-
Auditing Analyst	1	1	1	-
TOTAL	**8**	**8**	**8**	**-**
FINANCE/REVENUE				
Dir. Of Financial Systems/Operations	1	1	1	-
Manager of Collections	1	1	1	-
Administrative Assistant/Cash Mgmt.	1	1	1	-
Administrative Assistant	1	1	1	-
Customer Services Supervisor	2	2	2	-
Cashier Coordinator	1	1	1	-
Senior Account Clerk	1	1	1	-
TOTAL	**8**	**8**	**8**	**-**
FINANCE/TREASURY				
Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Project/Cash Manager	1	1	1	-
TOTAL	**5**	**5**	**5**	**-**
FINANCE/ITD				
Chief Information Officer	1	1	1	-
Deputy Director	1	1	1	-
Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist II	4	4	4	-
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
IT Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
IT Project Engineer	4	4	4	-
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Administrator	1	0	0	-
Web Innovations Developer	0	1	1	-
Microsoft System Administrator	1	1	1	-
VoIP Engineer	1	1	1	-
Web Developer	0	1	1	-
TOTAL	**20**	**21**	**21**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
GENERAL SERVICES/PRINTING & MAILING				
Supervisor of Printing	1	1	1	-
Laborer	1	1	0	(1)
Senior Offset Machine Operator	1	0	0	-
Offset Duplicating Machine Operator	1	1	1	-
TOTAL	**4**	**3**	**2**	**(1)**
ELECTION				
Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director/Election	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
TOTAL	**8**	**8**	**8**	**-**
PUBLIC CELEBRATIONS				
Executive Director	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-
Events Producer/Comm Arts Dir.	1	1	1	-
TOTAL	**4**	**4**	**4**	**-**
PUBLIC SAFETY				
ANIMAL COMMISSION				
Director	1	1	1	-
Animal Control Officer	2	2	2	-
TOTAL	**3**	**3**	**3**	**-**
FIRE				
Chief	1	1	1	-
Administrative Officer/Fire	0	0	2	2
Deputy Chief	13	13	11	(2)
Captain	17	17	17	-
Lieutenant	51	51	51	-
Firefighter	194	194	194	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	0	(1)
Administrative Assistant	3	3	3	-
Budget Analyst	1	1	1	-
Fiscal Manager	1	1	1	-
Radio & Info. System Specialist	0	0	1	1
Radio/IT Manager	1	1	1	-
TOTAL	**285**	**285**	**285**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
POLICE				
Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	6	6	6	-
Lieutenant	17	17	17	-
Sergeant	33	33	33	-
Police Officer	214	214	214	-
Chief Admin Officer	1	1	1	-
Student Intern	3	3	3	-
Administrative Assistant	2	2	2	-
Clerk & Typist	4	4	4	-
Staff Assistant/Legal	1	1	1	-
Junior Accountant	1	1	1	-
Account Clerk	2	2	2	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	2	2	1	(1)
Training Coordinator	1	1	1	-
Property Clerk/Armorer	2	2	2	-
Domestic Violence/Program Asst.	1	1	1	-
Information Systems Manager	1	1	1	-
Crime Analyst III	2	2	1	(1)
Senior Crime Analyst	0	0	1	1
Automotive Mechanic	2	2	2	-
Fleet Manager	1	1	1	-
Identification Unit Manager	1	1	1	-
Strategic Analysis Coordinator	1	1	1	-
Personnel & Budget Analyst	1	1	1	-
Information Systems Specialist	2	2	2	-
Motor Equipment Repair Helper	1	1	1	-
ID Technician	1	1	1	-
Facility Manager	1	1	1	-
Payroll Co-ordinator	1	1	1	-
Neighborhood Coordinator	0	0	1	1
Communication Specialist	1	1	1	-
TOTAL	**311**	**311**	**311**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
TRAFFIC, PARKING & TRANSPORTATION				
Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Jr. Traffic Engineering Aide	1	1	0	(1)
Junior Traffic Engineer	0	0	1	1
Transportation Planner	1	1	1	-
Manager of Traffic Engineering and Operations	1	1	1	-
Project Manager	1	1	1	-
Traffic Maintenance Person	11	8	8	-
Laborer	0	4	5	1
Working Foreperson/Traffic Maint.	4	4	3	(1)
Parking Violation Cashier	6	6	6	-
Admin. Hearings Officer	1	1	1	-
Parking Service Coordinator	1	1	1	-
Parking Services Supervisor	1	1	1	-
Asst. Parking Services Coord.	1	1	1	-
Senior Storekeeper	1	1	1	-
Working Foreperson/Parking Meter Maint.	2	2	2	-
Parking Control Officer	33	33	33	-
Parking Control Supervisor	2	2	2	-
Parking Coordinator	1	1	1	-
Operational Foreperson	1	1	1	-
Administrative Assistant	3	2	2	-
Personnel Analyst	0	1	1	-
Parking Meter Repairperson	1	0	0	-
Fiscal Manager	1	1	1	-
Street Permit Coordinator	1	1	1	-
Parking Ticket Analyst	1	1	1	-
TOTAL	**81**	**81**	**81**	**-**
POLICE REVIEW & ADVISORY BOARD				
Project & Outreach Coordinator	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
INSPECTIONAL SERVICES				
Commissioner	1	1	1	-
Deputy Commissioner	1	1	1	-
Assistant Commissioner	1	1	1	-
Assistant Building Inspector	1	1	0	(1)
Administrative Assistant	3	3	3	-
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	6	6	6	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
Records Coordinator	0	0	1	1
Clerk	2	2	2	-
TOTAL	**27**	**27**	**27**	**-**
LICENSE COMMISSION				
Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Consumer Information Specialist	1	1	1	-
Administrative Assistant	3	3	3	-
Executive Director	1	1	1	-
Executive Assistant	1	1	1	-
TOTAL	**9**	**9**	**9**	**-**
WEIGHTS & MEASURES				
Sealer of Weights & Measures	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
ELECTRICAL				
City Electrician	1	1	1	-
Administrative Assistant	1	1	1	-
Signal Maintainer	1	1	0	(1)
Electrician Coordinator	1	3	3	-
Electrician	8	6	7	1
Deputy City Electrician	1	1	1	-
TOTAL	**13**	**13**	**13**	**-**
EMERGENCY COMMUNICATIONS				
Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	6	7	7	-
Fire Alarm Operator	3	3	3	-
Emergency Telecom Dispatcher	24	23	23	-
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
TOTAL	**38**	**38**	**38**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
COMMUNITY MAINTENANCE & DEVELOPMENT				
PUBLIC WORKS				
Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	6	6	6	-
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Permit Administrator	1	1	1	-
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	1	-
Working Foreperson	23	23	23	-
Laborer	44	44	40	(4)
Senior Laborer/Building Operations	10	10	10	-
Skilled Laborer	38	38	41	3
MEO III	2	1	1	-
Public Works Supervisor	8	8	8	-
Construction Utility Inspector	2	2	2	-
Superintendent of Streets	1	1	1	-
Administrative Assistant Permits	1	1	1	-
Compliance Officer	2	2	2	-
MEO II	7	8	8	-
MEO I	4	4	4	-
MEO IIA	15	15	15	-
Refuse & Parks Inspector	1	1	1	-
Superintendent of Solid Waste	1	1	1	-
Supervisor of Solid Waste	1	1	1	-
Director Recycling	1	1	1	-
Program Manager Recycling	1	1	1	-
Superintendent of Parks	1	1	1	-
Project Administrator Landscape	1	1	1	-
City Arborist	1	1	1	-
Superintendent of Cemeteries	1	1	1	-
Supervisor of Building Operations	1	1	1	-
Supervisor of Building Maintenance	1	1	1	-
Superintendent of Buildings	1	1	1	-
Supervisor of Building Systems	1	1	1	-
Facilities Supervisor	1	1	1	-
Inventory Control Specialist	1	1	1	-

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
PUBLIC WORKS (cont.)				
Master Mechanic	1	1	1	-
Sewer Use Compliance Officer	1	1	1	-
Senior Engineer	3	2	2	-
Junior Engineer	2	2	3	1
Supervising Engineer	0	1	1	-
Director of Engineering Services	1	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Wastewater/Hydraulic Engr.	1	1	1	-
Wastewater Compliance Officer	1	1	1	-
Assistant Parks Superintendent	0	1	1	-
TOTAL	**212**	**213**	**213**	**-**
WATER				
Managing Director	1	1	1	-
Fiscal Coordinator	1	1	1	-
Meter Technician	1	1	1	-
Meter Technician Supervisor	1	1	1	-
Working Foreperson	5	5	5	-
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	1	1	1	-
Cross Connection Inspector	3	0	0	-
Cross Connection Supervisor	1	1	1	-
Reservation Site Supervisor	1	1	1	-
Chief Ranger	1	1	1	-
Watershed Supervisor	1	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	6	6	7	1
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Manager /Water Resources	1	1	0	(1)
Director of Water Operations	0	0	1	1
Water Quality Supervisor	2	2	2	-
Water Quality Supervisor/Treatment Plant	1	1	1	-
Production Manager	1	1	1	-
Assistant Distribution Manager	0	0	2	2
Distribution Supervisor	2	2	0	(2)
Director for Distrbution &Engineering Operations	0	0	1	1
Manager of Distribution	1	1	0	(1)
Assistant to Managing Director	1	0	0	-
Working Supervisor/Park Maintenance	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Inventory Control Specialist	1	1	1	-
Assistant Director	1	1	0	(1)
Administrative Assistant	1	1	1	-
Admin. & Fiscal Operations Manager	0	0	1	1
Executive Assistant	1	1	0	(1)
Manager of Finance and Info. Technology	1	1	0	(1)
Director for Administration	0	0	1	1
TOTAL	**59**	**55**	**55**	**-**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
COMMUNITY DEVELOPMENT				
Asst. City Manager/Community Dev.	1	1	1	-
Deputy Director	1	1	1	-
Project Administrator/Administration	2	2	2	-
C.D.B.G. Manager	1	0	0	-
Federal Grants Manager	0	1	1	-
Fiscal Project Manager	1	1	0	(1)
Associate Planner/Block Grant	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Senior Account Clerk	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Administrative Asst./Econ. Dev.	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Chief Proj. Planner/Land Use & Zoning	1	0	0	-
Chief Project Planner/Urban Designer	1	1	1	-
Associate Planner/Urban Design	0	0	1	1
Project Planner/Urban Design	1	1	0	(1)
Associate Planner/Construction Mngr.	1	1	1	-
Associate Planner/Community Planner	2	2	0	(2)
Associate Planner/Land Use	1	1	0	(1)
Project Planner/Land Use	0	0	1	1
Associate Planner/Housing	2	2	2	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Community Planning	0	0	1	1
Project Planner/Land Use & Zoning	0	1	1	-
Project Planner/Data Manager	1	1	1	-
Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Project Planner/Housing	4	4	4	-
Project Planner/Business/Finance Liaison	1	0	0	-
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-
Associate Planner/Economic Dev.	1	1	0	(1)
Project Planner/Econ. Dev	1	2	2	-
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-
Assoc. Planner/Traffic Calming Proj. Manager	1	1	1	-
Assoc. Planner/Trans. Demand Mgmt. Planner	1	1	0	(1)
Sustainability Planner	0	0	1	1
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-
Project Planner/Transportation	1	1	1	-
Community Energy Outreach Mgr.	0	0	1	1
Project Planner/ Landscape Architect	1	1	1	-
Associate Planner/Environmental	1	1	1	-
Project Planner/Environmental	1	1	1	-
TOTAL	**44**	**44**	**42**	**(2)**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
HISTORICAL COMMISSION				
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Preservation Administrator	1	1	1	-
Preservation Planner	1	1	1	-
Oral Historian	1	1	1	-
TOTAL	**5**	**5**	**5**	**-**
CONSERVATION COMMISSION				
Director of Conservation	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
PEACE COMMISSION				
Executive Director	1	1	1	-
TOTAL	**1**	**1**	**1**	**-**
CABLE TELEVISION				
Director/Cable Television	1	1	1	-
Cable TV Assistant	1	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	1	1	1	-
Production Manager	1	1	1	-
TOTAL	**5**	**5**	**5**	**-**
HUMAN RESOURCE DEVELOPMENT				
LIBRARY				
Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Senior Librarian	9	8	8	-
Administrative Assistant	2	3	3	-
Staff Librarian	14	14	14	-
Library Assistant	7	8	9	1
Associate Librarian	6	5	5	-
Library Associate	5	5	5	-
Laborer	1	1	1	-
Senior Building Custodian	1	1	1	-
Facilities Manager	1	1	1	-
Building Custodian	2	2	2	-
Information System Coordinator	1	1	1	-
Branch Manager	5	5	5	-
Librarian II	1	1	1	-
Literacy Specialist	1	1	1	-
Library Analyst	1	1	1	-
Senior Technician	3	2	2	-
Senior Subsitute	2	2	2	-
Manager Borrower Services	0	1	1	-
TOTAL	**65**	**65**	**66**	**1**

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
HUMAN SERVICES				
Asst. City Manager/Human Services	1	1	1	-
Deputy Director/DHSP	1	1	1	-
Project Coordinator	1	1	1	-
Administrative Assistant/DHSP	3	3	3	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	1	1	1	-
Senior Account Clerk	2	2	2	-
Division Head/Administrative	1	1	1	-
Personnel Administrator/Fuel Dir.	1	1	1	-
System Administrator	1	1	1	-
Program Assistant/Extended	1	1	1	-
Coordinator/Supervised Activities	1	1	1	-
Coordinator for Literacy	1	1	1	-
Division Head/Workforce Dev.	1	1	1	-
Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Program Director- Adult Emp.	0	1	1	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Job Developer CEP	2	1	1	-
Senior Job Developer	0	1	1	-
Employment Services Coordinator	1	1	1	-
Employment & Planning Development Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Homeless Services Continuum	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	1	-
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab.	1	1	1	-
Multiservice Center Director	1	1	1	-
Case Manager	3	3	3	-
Haitian Services Coordinator	1	1	1	-
Divison Head/Community & Youth	1	1	1	-
Community School Director	11	11	12	1
Program Manager/Developer	2	2	2	-
Division Head/Recreation	1	1	1	-
Danehy Site Supervisor	1	1	1	-
Asst. Site Supervisor	3	3	3	-
Youth Program Manager	1	1	1	-
Recreation Activities Manager/Adult Program	2	2	2	-
Division Head/Council on Aging	1	1	1	-
Director/Client Services/COA	1	1	1	-
Intake Information Referrals Specialist	1	1	1	-
North Cambridge Senior Center Director	1	1	1	-
Meals Coordinator/COA	1	1	1	-

	FY11 Staff Pos.	FY12 Staff Pos.	FY13 Staff Pos.	FY 12-13 Variance +/(-)
HUMAN SERVICES (cont.)				
Food Services Manager/COA	1	1	1	-
Bus Driver/COA	1	1	1	-
Bus Driver Rec/Weekend	0	0	1	1
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	6	6	6	-
Teacher/Director/Childcare	6	6	5	(1)
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
Afterschool Manager	1	0	0	-
King Pre-School Director	0	0	1	1
Coordinator/Childcare	1	1	1	-
Director of Golf	1	1	1	-
Greenskeeper	1	1	1	-
Greens Assistant	1	1	1	-
Div. Head/Comm. Learning Center	1	1	1	-
Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	6	6	6	-
Division Head/Youth Program	1	1	1	-
Youth Center Program Director	9	9	9	-
Youth Center Director	5	5	5	-
Senior Clerk/Receptionist	1	1	1	-
Asst Director/Youth Programs	2	2	2	-
Senior Food Pantry Coordinator	1	1	1	-
Multiservice Center Assistant	1	1	1	-
Information Referral Coordinator	1	1	1	-
Inclusion Specialist	1	1	1	-
Tranisitional Jobs Prog. Coordinator	1	1	1	-
Case Manager Transitional Jobs Program	1	1	1	-
Special Projects Manager	0	0	1	1
Middle School Program Coordinator	1	1	1	-
TOTAL	**136**	**136**	**139**	**3**
COMMISION ON THE STATUS OF WOMEN				
Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	**2**	**2**	**2**	**-**
HUMAN RIGHTS COMMISSION				
Executive Director Human Rights	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	**2**	**2**	**2**	**-**
VETERANS' BENEFITS/SERVICES				
Director of Veterans' Services	1	1	1	-
Manager/Veterans' Benefits & Svcs	0	0	1	1
Deputy Director/Veterans' Services	1	1	0	(1)
Administrative Assistant	1	1	0	(1)
TOTAL	**3**	**3**	**2**	**(1)**
GRAND TOTAL	**1437**	**1434**	**1434**	**-**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: OPERATING BUDGET (all funds)

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$43,306,480	$59,086,955	General Government	$54,107,840
$101,400,990	$103,892,585	Public Safety	$107,945,475
$99,945,230	$97,231,260	Community Maintenance and Development	$101,363,435
$30,152,565	$31,830,665	Human Resources and Development	$32,618,030
$135,368,315	$139,883,265	Education	$144,987,705
$44,892,125	$47,973,095	Intergovernmental	$47,206,080
$455,065,705	$479,897,825		$488,228,565

FINANCING PLAN	FY13 BUDGET
Taxes	$352,409,135
Licenses and Permits	$7,515,500
Fines & Forfeits	$9,422,205
Charges For Services	$69,593,055
Intergovernmental Revenue	$38,147,710
Miscellaneous Revenue	$11,140,960
	$488,228,565

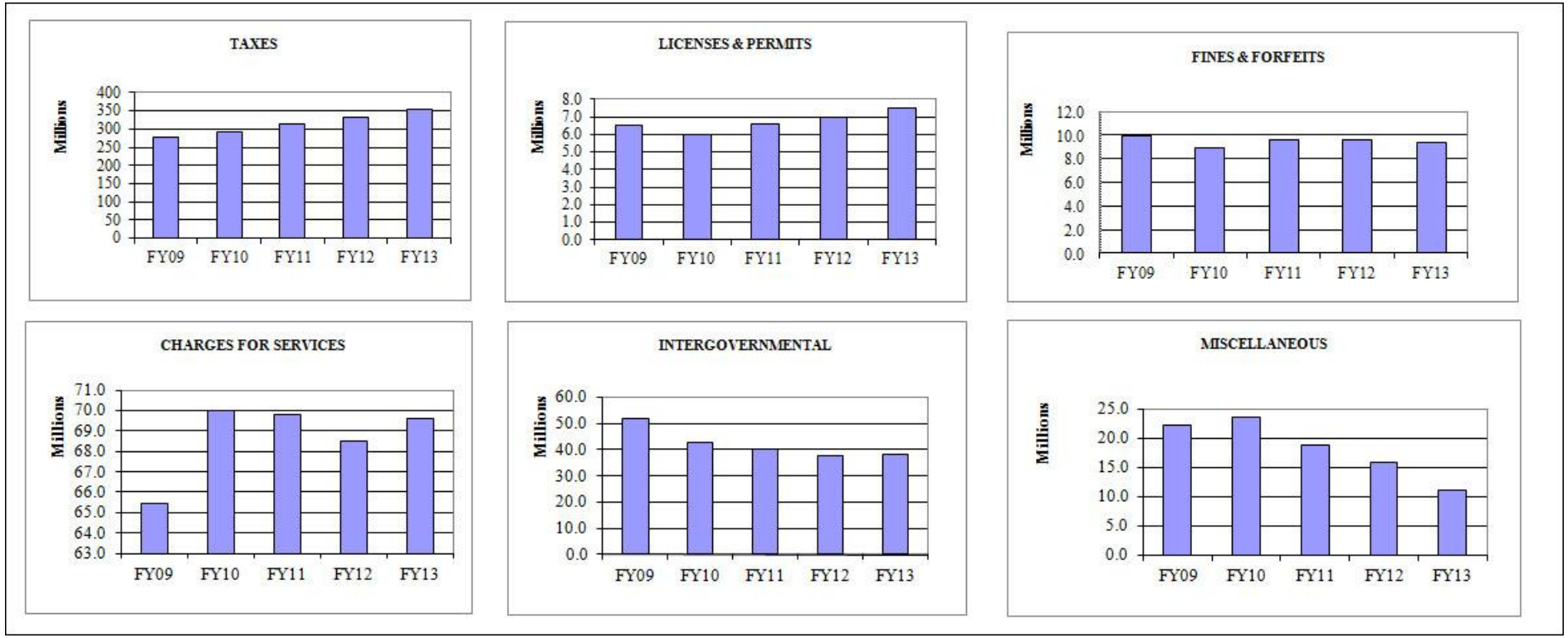
SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY13 BUDGET
General Government	$215,000
Public Safety	1,380,000
Community Maintenance & Development	35,401,735
Human Resource Development	1,723,000
Education	0
	$38,719,735

FINANCING PLAN	FY13 BUDGET
Property Taxes	$1,225,000
Parking Fund	850,000
Parking Fund Balance	1,000,000
Sewer Service Charge	750,000
Water Service Charge	3,400,000
Block Grant	1,243,030
Chapter 90	2,571,730
Street Preservation Offset Fund (SPOF)	418,000
MWRA Grant	8,100,000
Roadway Reimbursement	475,000
Resident Sticker	425,000
Bond Proceeds	17,442,670
War Memorial Fees	28,000
Golf Course Fees	20,000
Cable TV License Fees	141,330
Sewer Reimbursement	629,975
	$38,719,735

FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY09	$278,093,435	$6,536,100	$9,961,325	$65,408,660	$51,875,030	$22,252,440	$434,126,990
FY10	$292,871,625	$5,958,620	$8,985,080	$69,987,350	$42,925,885	$23,484,290	$444,212,850
FY11	$314,575,015	$6,577,700	$9,621,195	$69,770,355	$40,444,870	$18,715,890	$459,705,025
FY12	$333,342,295	$7,000,350	$9,657,085	$68,517,140	$37,717,960	$15,961,265	$472,196,095
FY13	$352,409,135	$7,515,500	$9,422,205	$69,593,055	$38,147,710	$11,140,960	$488,228,565



Major Revenue Sources

INTRODUCTION

The following narrative is a summary of major revenue sources for the City Budget, including highlights of significant changes. Detailed descriptions for each revenue source, including FY11 Actual, FY12 Projected and FY13 Budget, are contained in this section.

Of the six basic revenue categories listed on the following pages, taxes, charges for services and intergovernmental revenue represent $460,149,900, or 94.2%, of the City's total General Fund operating revenues. Generally, over the previous five years, the percentages of the six revenue categories have remained relatively constant with the tax category averaging 66.7% of total revenues followed by charges for services (15.2%). However, the intergovernmental revenue category has declined, from 13.3% of total revenues in FY08 to 7.8% in FY13, due to reductions in State Aid.

As part of the ongoing effort coordinated by the Finance Department to review permit fees, charges for services and fines charged by City departments, the City was able to implement modest revenue increases. The FY12 Budget contained increases to these revenue types as part of this ongoing effort, the revenues from which have been realized and used in FY13. Increases proposed in FY13, for the most part, have not been reflected in the budget, in keeping with our practice to obtain actual revenue history prior to using additional revenue generated from fees, charges for services and fine increases. In addition, the continued and planned use of reserves, and the ongoing analysis of revenue collections in order to budget revenues accurately, has also contributed to the increased use of non-property tax revenues to fund the FY13 Budget.

REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY13 are based on FY11 actual and FY12 projected collections, historical trends and anticipated changes that impact particular revenues. This practice served the City well in this most recent period of economic decline, since the City met or exceeded most of its FY11 budgeted revenues and expects to do the same in FY12. While revenue collections have stabilized generally, and in some cases increased, the City is still experiencing some volatility in certain revenues during the current fiscal year.

The total property tax levy is projected to increase by 6.6% in FY13, or $19,727,555. The FY12 Budget uses the State Aid estimates for the two major categories of State Aid that were provided to the City (Unrestricted General Government Aid (UGGA) and Chapter 70 School Aid) in the Governor's Proposed Budget released in January 2012. The House of Representatives and State Senate prepare and adopt their own separate State Budgets, which are then reconciled in Conference Committee before being forwarded to the Governor for approval. This process is scheduled to be completed before June 30, 2012. Adjustments to State Aid figures, based on the adopted State Budget, will be made in the fall of 2012 when the City Manager submits his recommendations to the City Council to set the final property tax levy amount, as part of the tax rate setting process.

In part, the increases in non-tax revenues are based on an ongoing review of fees in certain departments, which resulted from fee increases that were implemented in prior fiscal years and which continue to grow based on actual increased collections realized in FY12.

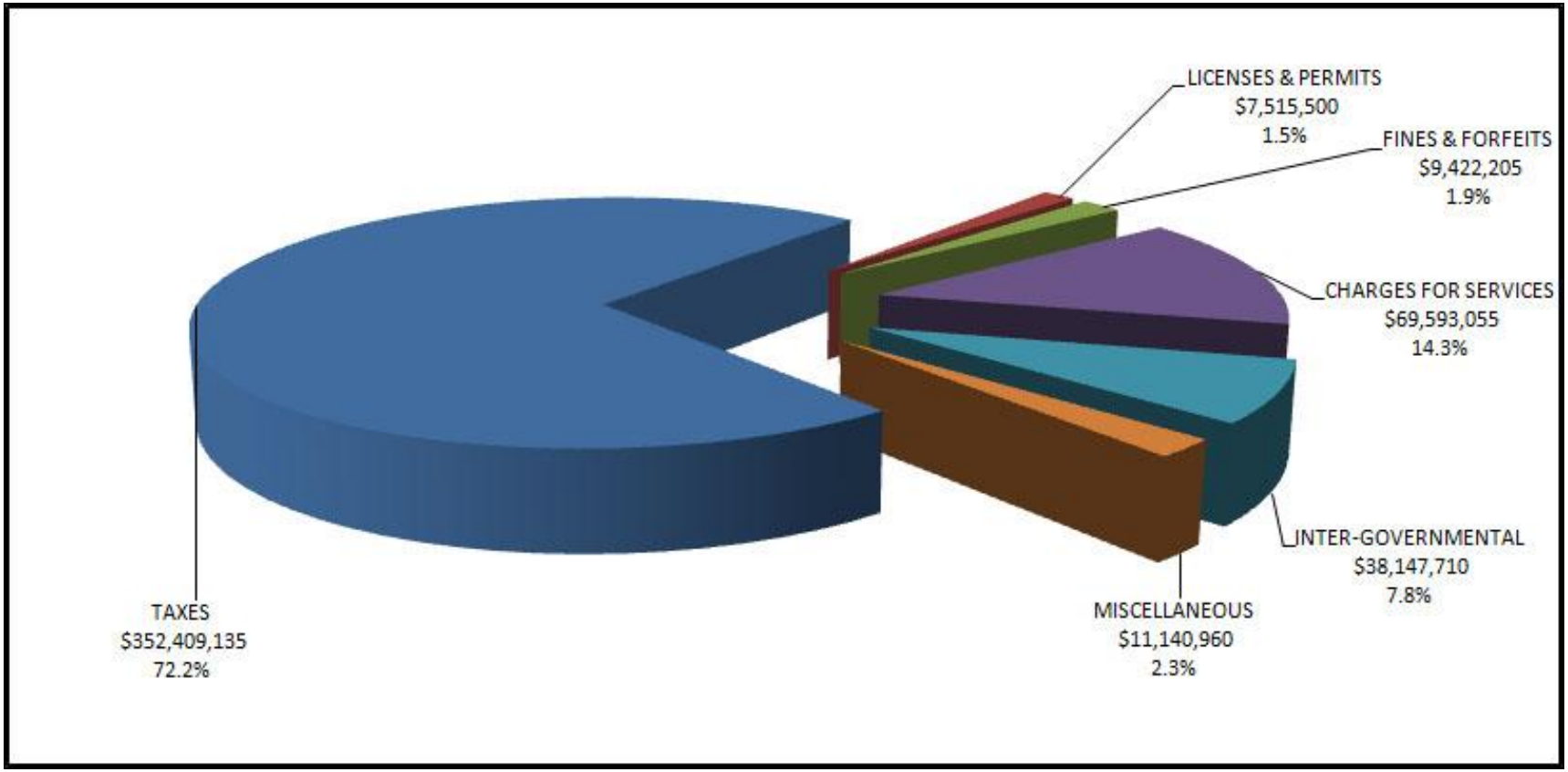
As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that will increase in FY13, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the next budget cycle, or used at the time of setting the FY13 property tax rate, to reduce the property tax levy.

The following table summarizes FY13 revenues by category to fund the FY13 Operating Budget.

Revenue Category	FY13 Amount	% of Total
Taxes	$ 352,409,135.00	72.2%
License and Permits	$ 7,515,500.00	1.5%
Fines and Forfeits	$ 9,422,205.00	1.9%
Charges For Services	$ 69,593,055.00	14.3%
Intergovernmental	$ 38,147,710.00	7.8%
Miscellaneous	$ 11,140,960.00	2.3%
TOTAL	**$ 488,228,565.00**	**100.0%**

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

REVENUE BY SOURCE



1. TAXES

Overall, FY13 tax revenues total $352,409,135. The components of this revenue category are Property Taxes (real estate and personal property), Motor Vehicle Excise, Hotel/Motel Excise, Corporation Excise, Meals Excise, Penalties and Delinquent Interest and Payments In Lieu of Taxes. As noted earlier, 72.2% of the Operating Budget is funded from this revenue category.

Real Estate and Personal Property Taxes

The property tax levy is the City's largest and most stable source of revenue growth. Within this tax category, the real and personal property tax items are the largest, at $325,264,135, and represent 66.6% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets ($4,629,060) are included, plus $1,225,000 for the Capital Budget, the total FY13 projected tax levy is $331,118,195. However, $2 million in overlay surplus balances accumulated from prior fiscal years is being used to lower the tax levy increase, which is the same amount used in FY12. In addition, $10.3 million in Free Cash (unreserved fund balance) is being used to reduce the property tax levy increase in FY13, which is $1 million less than used in FY12 (to cover one-time overlay deficit, not to occur in FY13), and reflects our financial projections and establishes a figure which is sustainable in future years.

Therefore, the total property tax levy required to support the General Fund Operating and Capital Budget is $318,818,195, which is an increase of $19,727,555, or 6.6%, from FY12. The actual tax levy is determined in the fall as part of the property tax and classification process. In addition, the City can make adjustments to budgeted revenues as part of this process.

As noted above, the overall property tax levy is projected to increase by 6.6% in FY13, which is slightly less than the 7% projected increase for FY13 contained in the City's five-year financial plan. It is our plan and goal that the actual increase in the property tax levy will be slightly less in the fall, when the City Council votes on the property tax and classification recommendation presented by the City Manager. It is anticipated that the City may be able to use increased non-property tax revenues, such as parking fund revenue, meals and hotel/motel excise, building permit fees, state aid or other revenues, at a higher level than what is included in the FY13 Budget, once actual FY12 receipts and final state aid figures are known.

As noted above, the Public Investment (Capital) Budget uses $1,225,000 in property taxes as a revenue source, which is $275,000 less than the amount used in FY12.

Real and personal property taxes are based on values assessed as of January 1 of the previous fiscal year. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. The City sets its residential and commercial tax rates in the fall of each year. The City bills and collects its property taxes on a semiannual basis following the January 1 assessment. The due dates for those tax billings are usually November 1 and May 1. Property taxes that remain unpaid after the respective due dates are subject to penalties and interest charges.

The City successfully completed the state mandated triennial valuation process of all property values in FY11. The City is required to perform a statistical validation in the interim years in order to ensure that it maintains fair market values. The next full state certification process for property values will be in FY14.

Based on the City's experience, most property taxes (approximately 99%) are collected during the year in which they are assessed. Liening of properties on which taxes remain unpaid occurs annually. The City ultimately has the right to foreclose on all properties where the taxes remain unpaid.

The total property tax levy is impacted by Proposition 2½, which was voted into state law in 1980. Proposition 2½ limits the property tax levy in a city or town to no more than 2.5% of the total fair market value of all taxable real and personal property. In addition, it limits the total property tax levy increase to no more than 2.5% over the prior year's total levy limit plus new construction.

The City has benefited from new construction and the increase in personal property values over the past several years. This has enabled the City to generate an FY12 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately $102.6 million, which is the largest amount in the City's history and reflects an increase of $3.2 million from FY11 and a $57.9 million increase from FY05.

Please refer to the Tax Facts chart located in the Summaries section for a history of property assessments, levies and tax rates.

Hotel/Motel and Meals Excise Taxes

The Adopted FY10 State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in State Aid by allowing, for the first time, an additional allocation of 0.75% of the Meals Excise upon local acceptance for local use (State Meals Excise 6.25%), and allowed a local option of increasing the Room Occupancy (Hotel/Motel) Excise by 2% (from 4% to 6%). The City Council adopted both these options on July 27, 2009, which has been beneficial to the City.

Hotel/Motel tax revenues of $10.8 million are projected for FY12, which is $0.8 million more than the $10.0 million used in the FY12 Budget and reflects a robust tourism and business climate in the City. For FY13, $10.5 million is budgeted, based the estimated current year revenues, which is a $0.5 million increase.

$3.4 million in Meals Excise tax revenues are estimated to be received in FY12, which is $0.1 more than budgeted. For FY12, $3.3 million has been budgeted based on current year collections. Additional revenues from these sources, based on actual collections, may be used to reduce the FY13 property tax levy in the fall as part of the property tax rate setting process.

Penalties and Delinquent Interest

The City receives interest and penalties on overdue taxes and water/sewer service charges. Water interest and penalties are reported directly to the Water Fund. This revenue is budgeted at $800,000 in FY13, which is the same amount used in FY12, based on current year projections. The City continues to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.

Corporate Excise Tax

Massachusetts General Laws Chapter 121A allows projects, which are determined to be in the best interest of the community, to enter into long term agreements to pay a Corporate Excise Tax in lieu of real estate taxes. (These projects typically could not go forward as a traditional development and need to have items in place to lessen the uncertainty for a financial commitment by private investors for a benefit to community.) Since the Board of Assessors cannot enter into future tax agreements on real estate taxes, MGL Chapter 121A allows a procedure for a project to proceed, using the income collected as a measure of the amount of Corporate Excise paid to the Commonwealth of Massachusetts, as a conduit for the municipality. The agreement can typically be for between fifteen years to forty years, with commercial 121A agreements being on the short end and housing 121A agreement on the longer end of the range. Upon termination of the 121A agreements the property is placed on the tax rolls.

The City of Cambridge has begun to see a decline in the corporation excise tax as result of the scheduled expiration of 121A Project Agreements. The Corporate Excise Taxes are paid based upon the previous calendar year's income for the project which in turn is paid to the City before the end of the fiscal year. In FY10, the first phase of the Biogen project expired in February, which reduced the FY11 corporate excise tax received by the City. In FY11, the Walden Square project expired in February, which reduced the amount of the FY12 corporate excise tax. In addition, the Inman Square Apartment project elected to terminate eighteen months earlier than required, under an agreement to retain the units as affordable, an agreement supported by the City. The next scheduled termination will not impact the corporate excise tax payment until FY15.

As a result, Corporate Excise Tax revenue has been budgeted at $1,200,000 in FY13, which is the same amount budgeted in FY12.

Payments in Lieu of Taxes

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

In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with MIT. While MIT had made voluntary PILOT payments for many years, this was the first time that this important commitment had been entered into in writing, which includes a 40-year term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term.

In addition to the increased revenues, the MIT PILOT agreement provides a revenue protection component, which protects the City's tax base into the middle of this century. MIT is the City's largest taxpayer, paying approximately 12% of the taxes levied by the City in FY12. The potential for those now taxable properties to be converted to tax exempt was a very serious concern, not only to the City, but also to MIT. MIT has made investments in Cambridge real estate as a significant portion of their investment portfolio. The City's fiscal health is important to the Institute. The agreement provides for a complicated set of revenue protections so that conversions to tax exempt status would not dramatically impact that fiscal health. The agreement also contains an escalation of the base payment by 2.5% per year during the term. The FY13 payment is estimated to be $1,832,000.

The Harvard University agreement contains an escalation of the base payment by 3% per year. Harvard's base PILOT payment will increase by an additional $100,000 every 10 years. The FY13 estimated payment is scheduled to be $2,874,000.

In addition, other institutions such as the Whitehead Institute and Cambridge Housing Authority, as well as several smaller organizations, make in lieu of tax payments annually. Overall, the FY13 budgeted amount for all in lieu payments is $5,245,000.

2. LICENSE AND PERMITS

FY13 License and Permit revenue totals $7,515,500 and results primarily from licenses and permits issued by the Inspectional Services Department and the License Commission.

The largest revenue in this category is Building Permits, which is budgeted at $2.95 million in FY12. The same amount has been budgeted in FY13. Projected revenue for FY12 is estimated to be approximately $13.95 million. The City has traditionally not budgeted significantly higher revenues from this source in order to guard against revenue shortfalls during periods of economic downturn. An increase in building permit and other inspectional service fees was adopted by the City Council in the spring of 2009. The increase in permit fees has allowed the City to meet or exceed its estimated revenues in most cases. In FY13, revenues related to other building permit activity, such as plumbing, wiring, gas, mechanical and dumpster permit fees have been increased by a total of $100,000. Also, revenue from certificates of inspection has been increased by $45,000 in FY13.

Revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department has been increased by $50,000 to $500,000 in FY13, based on FY12 projected revenues.

Revenue from alcoholic beverage licenses has been increased by $58,000 to $928,000 in FY13 based on new licenses.

3. FINES AND FORFEITS

FY13 revenue from Fines and Forfeits totals $9,422,205. The largest revenue source for this category is parking fines, which total $8,823,155 in the FY13 Operating Budget, a decrease of $371,380 from FY12 budgeted revenues of $9,194,535. The $8,823,155 amount does not include $850,000 that is used as a funding source for Traffic and Parking related capital projects which, when included, brings the total projected parking fine revenue in FY13 to $9,673,155, which is $321,380 lower than the $9,994,535 budgeted in FY12. Parking fines are reported to the Parking Fund, which is also used to record several other traffic and parking related revenues.

In addition, library fines have been increased by $10,000 to a total of $55,000 based on current year estimates. Library users who owe fines for overdue returns, or replacement costs for lost items, must pay any outstanding fines in order for them to request materials through the Minuteman Library Network, of which the Cambridge Public Library is a member. This procedure has increased fine collections beginning last fiscal year.

4. CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City and totals $69,593,055, or 14.3% of all operating revenues. The major components of this category include the water usage charge, sewer service charge and Parking Fund revenues.

Water and Sewer

In March of each year, the City Council establishes water and sewer rates, which determine water and sewer revenues for the next fiscal year. Because of timing requirements, water and sewer rates are set prior to the adoption of both the FY13 City Budget and the Massachusetts Water Resources Authority (MWRA) Budget; therefore, revenue needs are determined based upon estimated expenditures. Historically, water and sewer rates have been established so that revenues generated by them cover 100 percent of the projected annual costs. For the consumption period beginning April 1, 2012 and ending March 31, 2013, water and sewer rates reflect a 0% increase over FY12. This is the second year in a row that there has been a 0.0% water and sewer rate increase.

It is important to note that water consumption, along with the budget, are the major factors in determining the rate necessary to generate sufficient water and sewer revenues. Sewer charges are directly linked with water consumption, with sewer costs comprising approximately 2/3 of total water and sewer expenditures. Therefore, when consumption declines, revenues are negatively impacted. In the current fiscal year, water is being consumed at a rate approximately 2% lower than the previous fiscal year.

During the previous year's rate setting process, the projected FY13 rate increases for water, sewer and combined were 4.1%, 5.7% and 5.2%, respectively, based on March 2011 consumption rates and the projected budget. We have, however, been able to produce rates (0.0% increase in FY13) lower than estimates from last year. Overall, the city has been successful over the past five years in producing reasonable water and sewer rate increases. The average annual increases for the FY08-12 period were as follows: Water, 1.3%; Sewer, 4.1%; and Combined, 3.2%, which include both the water and sewer rates showing 0% increases in FY08 and FY12.

FY13 estimated sewer revenues will cover the FY13 estimated MWRA assessment, which is scheduled to decrease by $489,800 to $21,006,055, or 2.3%. The MWRA assessment projected for the City is subject to change based on the MWRA budget adopted later in the spring 2012. Estimated sewer revenues will also cover operating and capital increases.

In February 2012, the City issued $20,350,000 in bonds to finance several sewer reconstruction projects throughout the city and has received a loan from the MWPAT for $12,853,555. The annual debt service costs attributable to these bonds are included in the sewer budget.

FY13 estimated water revenues will cover increases in costs related to the operation of the water plant. Debt service costs continue to decline, by $847,175 this year, due to the pay-off of a portion of the bonds for the water treatment plant and additional debt service savings generated by the refinancing of existing debt in 2007.

The Water Fund is a proprietary fund and accounts for the activities related to the preparation and delivery of water to City residents. In addition to supporting the operations of the Water Department, Water Fund revenues are used to support the operating budgets of the Finance, Conservation, Public Works, Animal Commission and Community Development Departments.

The planned capital allocation has increased $650,000 from its FY12 level of $2,750,000 to $3,400,000 in FY13 as the Water Department moves from a debt-financed capital improvement plan to a pay-as-you-go capital plan based on current revenues.

Total FY13 water revenues to fund the FY13 operating budget are $14,849,655 and include water usage, miscellaneous water charges, and retained earnings (fund balance). This is a decrease of $746,920 from the FY12 Budget. In addition to the $14,849,655, $3,400,000 in water revenue is used to fund water related capital projects in FY13. Therefore, total water revenue from all sources is $18,249,655, a net decrease of $96,920 from the FY12 Budget.

Beginning 13 fiscal years ago (2000), a portion of the fund balance (retained earnings) from the Water Fund has been used to offset increases in the operation of the Water Department and to lower the water rate. In FY13, the fund balance support will be $250,000, which is equal to the amount used in the FY12 budget. The $250,000 used in both FY12 and FY13 represents a significant decrease in the use of fund balances from prior fiscal years, which coincides with the drop-off in debt and operating costs. For example, the use of fund balance for FY10 was $1,250,000. By using $250,000 from the fund balance in FY13, the City is again able to achieve a 0% water rate increase while providing a significant increase in capital funds for infrastructure improvements. It is expected that use of the fund balance will be eliminated in FY14, as the significant decreases in water debt service continue.

The Water Fund balance as of June 30, 2011 was $6,988,537 and the balance is projected to be $7,128,577 at the end of FY12, based on the budgetary basis of accounting, of which $250,000 will be used in FY13 to support a 0% rate increase.

Sewer Service revenues are not recorded in a separate fund but are part of the General Fund. Sewer Service revenues are used to support the operating budgets of the Finance, Public Works and Community Development Departments and for Debt Service and the MWRA assessment. In addition, $750,000 in revenue is used to support sewer related capital projects.

As is the case with water revenue, sewer revenue is based on estimated expenditures. Total FY13 sewer revenue, which includes sewer service usage and MWPAT subsidies, used to fund the operating budget is $38,287,955, a increase of $1,520,825 from the FY12 Budget. In addition to the $38.3 million, $750,000 in sewer revenue has been included in the FY13 Capital Budget, which is a $1,500,000 decrease from FY12. Therefore, total sewer revenue from all sources is $39,037,955, a net increase of $20,825 from the FY12 Budget.

Parking Fund

The Parking Fund is used to record revenue from use of meter and street obstruction permits, street meter collections, resident parking stickers, parking lots and garages, parking fines, interest earnings and miscellaneous income. Total revenue from these sources is budgeted at $20,228,155 in FY13 and is used to fund the Traffic, Parking and Transportation Department Operating Budget ($10,551,435), Capital Budget ($1,275,000) and to support 10 other Operating Budgets ($8,401,720).

FY13 Parking Fund Usage revenue of $9,540,000, which is contained in the Charges for Services revenue category, includes receipts from Traffic, Parking and Transportation Department activities such as street meters ($4,800,000), parking lot revenue ($925,000), parking garage revenue ($3,055,000), resident parking stickers ($470,000), resident parking sticker revenue to support energy and transportation initiatives ($100,000), boot removal ($40,000) and use of meter fees ($150,000). In addition to the $9.5 million, $425,000 from resident sticker revenues has been used in the Capital Budget to support energy and transportation initiatives, which brings the total Parking Fund Usage to $9,965,000. FY12 revenue from these sources is projected to increase slightly, by $545,000 from the FY12 Budget, due largely to an adjustment to parking lot and garage revenues based on current year projections. In addition to the revenue listed above, FY13 Parking Fund revenue includes receipts for street obstruction permits ($500,000), parking fines ($9,673,155), interest earnings ($60,000) and miscellaneous revenue ($30,000).

The City Council adopted a $12 increase ($8 to $20) in Resident Parking Sticker fees in October 2010, with the additional revenues to be used to support environmental and transportation programs to reduce greenhouse gases and combat climate change. This fee will increase to $25 in 2013. An allocation of $425,000 to the Capital Budget and $100,000 to support energy initiatives in the Community Development Operating Budget are funded from these additional revenues. This $525,000 allocation for energy and transportation improvements is $125,000 higher than the $400,000 from FY12 receipts.

The Fund Balance of the Parking Fund as of June 30, 2011 was $14.5 million (GAAP Basis) and is projected to show a net increase to $15.1 million as of June 30, 2012 due to strong collections.

Other

There are other Charges for Service revenues that have been adjusted in the FY13 Budget. The major changes include:

- The Cable TV Department operating budget revenues were decreased by $109,330, due to changes in the new cable license agreement, which now allocates $141,330 annually for capital equipment. The FY13 Cable TV operating budget is funded substantially through the cable franchise license fees received from Comcast, which are budgeted at $1,387,710.

- Also, an additional $50,000 in Community School revenue has been budgeted in FY13, based on current year estimates, to cover budget increases to reflect program costs.

5. INTERGOVERNMENTAL REVENUE

FY13 Intergovernmental Revenue ($38,147,710) includes federal and state grants, other governmental revenue and State Aid revenue.

State Aid

Estimated total FY13 State Aid (Cherry Sheet) revenue of $27,690,565 represents 5.7% of the total FY13 Operating Budget.

Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year's state aid and assessments to communities and regional school districts. State Aid to municipalities and regional school districts consists of two major types - distributions and reimbursements. Distributions provide funds based on formulas, while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive "offset items" which must be spent on specific programs. Cherry Sheet Assessments are advance estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate.

Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid and Unrestricted General Government Aid (UGGA). The amount of Local Aid funds to be distributed is listed on each community's cherry sheet along with other, relatively smaller, Commonwealth programs such as library aid, veteran's benefits, police career incentive, school lunch and other reimbursements. School building reimbursements, which were once part of the Cherry Sheet, were removed when a new authority (School Building Authority) was created to administer the program through the State Department of Education.

In FY12, the City is scheduled to receive $16,856,870 in UGGA and $8,643,120 School Aid/Chapter 70, for a total of $25,499,990, or 5.4% of the FY12 Adopted Budget.

The City estimates receiving the same amount in FY13 that it did in FY12 (budget to budget) for these two major local aid categories, for a total of $25,499,990. These two local aid categories represent 5.2% of the total FY13 Operating Budget. However, there are net decreases in other state aid categories equaling $2,061,440, which bring the total local aid amount for FY13 to $27,690,565. The primary reduction is $2,104,595 in Charter School Tuition Reimbursements, which has a corresponding decrease in Charter School Assessments. The amount provided on the Cherry Sheet for this purpose can fluctuate from year to year because it is based on estimated enrollments, provided to the State, of Cambridge students attending Charter Schools. The City is reimbursed 100%, for the first year, of the tuition costs paid to the Charter School for Cambridge students attending their school. In FY12 there was an over estimate of the number of students, which has been adjusted in the FY13 Cherry Sheet estimate for this category and accounts for the decrease from FY12.

In FY07, the City received $26,623,055 in UGGA. Using the estimated FY13 amounts, the City is receiving $9,766,185 less in UGGA than it did in FY07.

FY13 State Aid revenue projections to the City are based on the Governor's FY13 State Budget released in January 2012. The House of Representatives and State Senate prepare and adopt their own separate State Budgets, which are then reconciled in Conference Committee before being forwarded to the Governor for approval. This process is scheduled to be completed before June 30, 2012. Adjustments to State Aid figures, based on the adopted State Budget, will be made in the fall of 2012 when the City Manager submits his recommendations to the City Council to set the final property tax levy amount, as part of the tax rate setting process.

Other

Total Community Development Block Grant revenues are projected to decrease by $40,505 to $2,756,825 in FY13 from the FY12 adjusted Budget. This amount reflects an estimated reduction of 1.4%.

Medicaid Reimbursements, which are used to fund the School Budget, have been increased by $100,000 to $1 million to reflect current year revenues.

6. MISCELLANOUS

The Miscellaneous Revenue category totals $11,140,960 in FY13, which is a decrease of $5,970,305 from FY12.

Interest Earnings

General Fund interest earnings of $500,000 have been included in the FY13 Budget, which is same amount used in FY12. In addition to this amount, $60,000 in interest earnings from the Parking Fund and $40,000 from interest on perpetual care accounts have been budgeted in FY13. Total interest earnings are budgeted at $600,000 in FY13. Interest rates have steadily declined in recent years and have been budgeted at the current projection. If interest rates increase slightly during the fiscal year the City will be able to generate additional revenue from this source.

Free Cash

Free Cash is funds remaining from the operations of the previous fiscal year, which are certified by the State Department of Revenue's (DOR) Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount of remaining funds, which can be certified as Free Cash. The City's certified Free Cash figure was $102,239,071 as of July 1, 2011, which was $12.9 million higher than the previous year's figure and the highest amount in the City's history.

It is estimated that the City will again use $9 million in Free Cash in FY13 plus any local aid adjustments which are not included in the base, as it did in FY12, to lower the property tax levy increase, which is consistent with the City's financial plan. Free Cash is not directly shown in the FY13 Budget as a revenue source but will be reflected in the City Manager's recommendations to the City Council in the fall to set the final property tax levy amount, as part of the tax rate setting process.

Debt Stabilization

The FY12 Budget uses $5,150,000 from the City's (Debt) Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy for the five major projects (Main Library, Public Safety Building, West Cambridge Youth and Community Center, War Memorial and CRLS), that have all been completed. This is a planned use of the City's Stabilization Fund, which began in FY06. The City has issued almost $252 million in bonds through FY12 for these projects and has used $35.5 million in Debt Stabilization Funds since FY06 to offset the impact of increasing debt service costs on the property tax levy.

FY12 was the last year of the planned use of the City's Stabilization Fund and this funding source is no longer available in FY13 since the available balance has been exhausted. Based on the financial condition of the City at the end of FY12 and future years, additional allocations may be made from free cash to the Debt Stabilization Fund to offset the increases on the property tax levy for new debt service costs related the renovation or rebuilding of elementary schools over the next several years.

School Debt Stabilization

The School Debt Stabilization Fund was established several years ago to fund future school capital projects and help offset fluctuations in future debt service revenues and expenses, subject to appropriation. In FY13, $609,570 in School Stabilization Funds is being used, which is a decrease of $22,900 from FY12, due to a decrease in existing debt service costs for the War Memorial Facility. The balance in the School Debt Stabilization as of June 30, 2012 is projected to be $5.5 million.

Other

The Health Claims Trust Fund Transfer has been increased from $8,300,000 to $8,500,000 to fully reflect increased employee health and dental insurance contributions in FY13.

The Teacher Retirement Fund Transfer has been decreased to $0.6 million from $1.6 million. In FY12, the City utilized the available fund balance, to cover a portion of a one-time allocation of $2 million to the Pension Budget, based on the current funding schedule contained in the most recent Pension Actuarial Study. This one-time allocation, based on the study assumptions, will allow the City to fund its unfunded pension liability by 2029. An update to the Pension Actuarial Study is done every two years. The FY13 amount is consistent with previous year allocations and available revenues.

Reimbursement revenue for Homeless Transportation costs contained in the School Budget has been decreased by $100,000 to $150,000 in FY13 to reflect better direct payment arrangements with other school districts, to reduce the amount of reimbursements required.

In addition, $120,000 has been estimated from rent proceeds from the Cambridge Housing Authority for 5 Western Avenue, which is scheduled to be completed by Spring 2013, as an offset to Debt Service costs for the project. The following pages provide a detailed description of specific revenues contained in the six major revenue categories.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$309,397,744	$332,912,055	TAXES	$352,409,135
$15,166,690	$18,997,945	LICENSES AND PERMITS	$7,515,500
$11,477,300	$11,303,375	FINES & FORFEITS	$9,422,205
$74,703,344	$73,816,070	CHARGES FOR SERVICES	$69,593,055
$42,617,385	$41,050,585	INTERGOVERNMENTAL REVENUE	$38,147,710
$18,253,015	$17,109,455	MISCELLANEOUS REVENUE	$11,140,960
$471,615,478	$495,189,485		$488,228,565

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

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

As part of the ongoing effort coordinated by the Finance Department to review permit fees, charges for services and fines imposed by City departments, the City was able to implement modest revenue increases. The FY13 Budget contains increases to these revenue types as part of this ongoing effort. In addition, the continued and planned use of reserves and the ongoing analysis of revenue collections in order to budget revenue accurately has also contributed to increased use of non-property tax revenue to fund the FY13 Budget.

The total property tax levy is projected to increase by 6.6% in FY13 or $19,727,555. Non-property tax revenue is generated from a variety of sources, which are highlighted below.

It is the City's practice to budget non-property tax revenue conservatively. Therefore, for a majority of the revenues that have seen an increase in FY13, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the FY14 Budget, or used at the time of setting the FY13 property tax rate to reduce the property tax levy. Based on the current economic climate, the latter option will more than likely be pursued.

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

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERN-MENTAL	MISCELLA-NEOUS
FY13	72.2%	1.5%	1.9%	14.3%	7.8%	2.3%
FY12	70.6%	1.5%	2.0%	14.5%	8.0%	3.4%
FY11	68.4%	1.4%	2.1%	15.2%	8.8%	4.1%
FY10	65.9%	1.3%	2.0%	15.8%	9.7%	5.3%
FY09	64.0%	1.5%	2.3%	15.1%	12.0%	5.1%

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$262,378,782	$285,224,971	REAL PROPERTY TAX	$303,796,702
$18,985,737	$20,155,084	PERSONAL PROPERTY TAX	$21,467,433
$6,195,965	$6,100,000	MOTOR VEHICLE EXCISE TAX	$6,100,000
$10,201,205	$10,800,000	HOTEL/MOTEL EXCISE TAX	$10,500,000
$1,503,535	$1,200,000	CORPORATION EXCISE TAX	$1,200,000
$3,371,925	$3,400,000	MEALS EXCISE TAX	$3,300,000
$919,225	$800,000	PENALTIES & DELINQ. INT.	$800,000
$5,841,370	$5,232,000	IN LIEU OF TAX PAYMENTS	$5,245,000
$309,397,744	$332,912,055		$352,409,135

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

PERSONAL PROPERTY TAX. This tax is imposed on the personal property (stock, inventory, laboratory or business equipment, furniture, fixtures and machinery) of business firms located in the city. Manufacturing corporations pay personal property tax to the City on poles, wires and conduit.

MOTOR VEHICLE EXCISE TAX. The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the rate of this tax at $25 per $1,000 valuation.

HOTEL/MOTEL EXCISE TAX. State law permits cities and towns to impose a local room occupancy excise tax of 6% upon the transient rental of rooms in hotels, motels and lodging houses.

CORPORATION EXCISE TAX. State law entitles each city or town to receive proceeds from the urban development excise tax paid on its local projects.

MEALS EXCISE TAX. The Adopted FY10 State Budget provided 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.

PENALTIES AND DELINQUENT INTEREST. This category includes delinquent interest on all taxes and water/sewer accounts. It also contains demand fees on late real and personal property tax payments as well as demands and warrants on late motor vehicle excise tax payments.

IN LIEU OF TAX PAYMENTS. In lieu of tax payments from tax exempt property owners are included in this category. Harvard University and the MIT are traditionally the principal in lieu of tax sources in the city.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$262,378,782	$285,224,971	REAL PROPERTY TAX	$303,796,702

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

Fiscal Year	Tax Levy	Overlay Reserve Abatements	Net Tax Levy (1)	Collections During Fiscal Year Payable (2) Amount	% of Net Levy
FY12	$299,090,638	$4,390,639	$294,699,999	-	-
FY11	$283,961,699	$4,295,422	$279,666,277	$ 280,979,212	100.5%
FY10	$268,662,984	$4,362,984	$264,300,000	$ 263,057,040	99.5%
FY09	$254,945,578	$4,445,573	$250,500,005	$ 250,159,641	99.9%
FY08	$242,334,374	$4,535,813	$237,798,561	$ 237,913,702	100.0%

(1) Tax levy less overlay reserve for abatements.
(2) Actual collection of levy less refunds.

The following table shows the tax levy and the reserve for abatements attributed to each levy for the most recent fiscal years:

Fiscal Year	Tax Levy	Overlay Reserve Amounts	Overlay Reserve % of Total Levy	During Fiscal Year of Each Tax levy Abatements
FY12	$299,090,638	$4,390,639	1.5%	-
FY11	$283,961,699	$4,295,422	1.5%	$1,471,642.00
FY10	$268,662,984	$4,362,984	1.6%	$2,018,228.00
FY09	$254,945,578	$4,445,573	1.7%	$3,011,039.00
FY08	$242,334,374	$4,535,813	1.9%	$1,170,749.00

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$18,985,737	$20,155,084	PERSONAL PROPERTY TAX	$21,467,433

PERSONAL PROPERTY TAX. The Board of Assessors determines the value of all taxable personal property for approximately 2,700 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the 10 largest accounts pay a majority of the total personal property tax. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well.

TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY12)

N'Star Electric (Utility)	$	4,665,928
Novartis Institute (Pharmaceuticals)	$	2,401,778
Verizon New England (Telecommunications)	$	1,245,685
Southern Emergency Kendall (Power Plant)	$	888,628
Millenium Pharmaceuticals, Inc (Pharmaceuticals)	$	797,312
New Cingular Wireless (Telecommunications)	$	555,800
Level 3 Communications (Telecommunications)	$	471,972
Draper Lab (Research and Development)	$	445,132
Amgen Inc (Pharmaceuticals)	$	400,261
Energy Service LLC (Telecommunications)	$	246,331

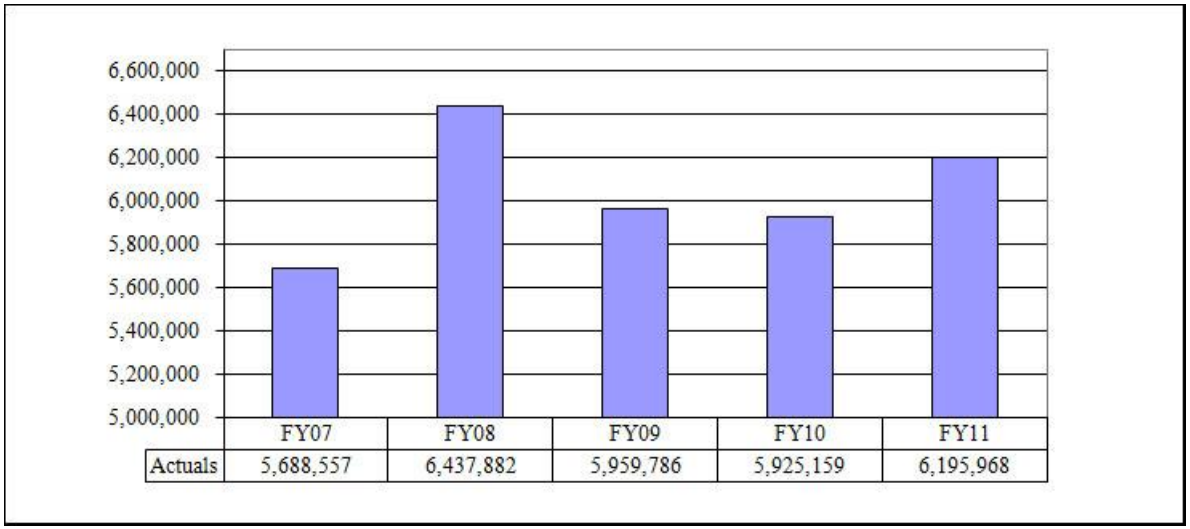
ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$6,195,965	$6,100,000	MOTOR VEHICLE EXCISE TAX	$6,100,000

EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at $25 per $1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated and information is provided to the deputy collectors on a quicker and more accurate basis. In FY12, the City sent out approximately 60,000 excise bills.

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

ONLINE EXCISE TAX PAYMENT SYSTEM. The City has a Web-based payment system that allows excise taxpayers to pay their bill online. Taxpayers can use their Visa or MasterCard credit cards.

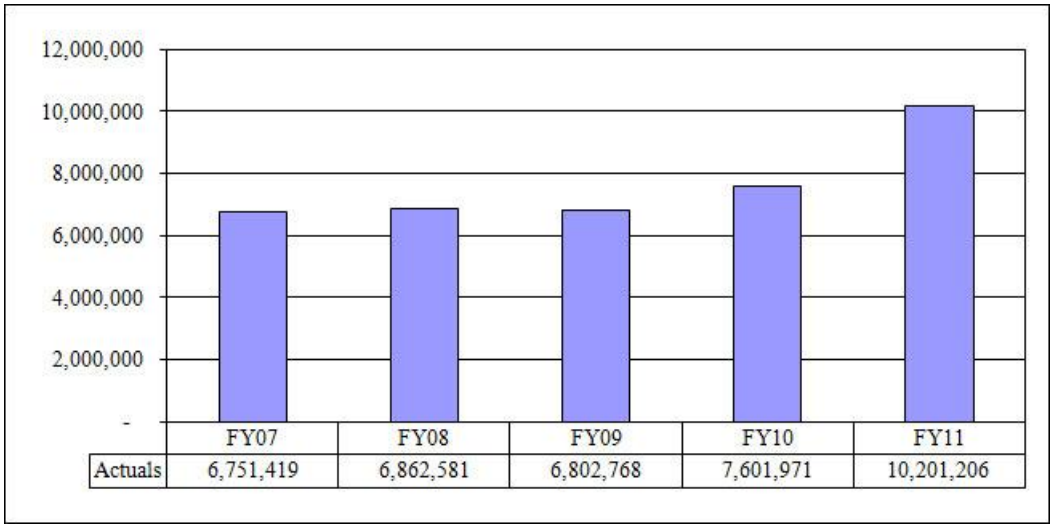
FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX



ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$10,201,205	$10,800,000	HOTEL/MOTEL EXCISE TAX	$10,500,000

HOTEL/MOTEL EXCISE TAX. 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.

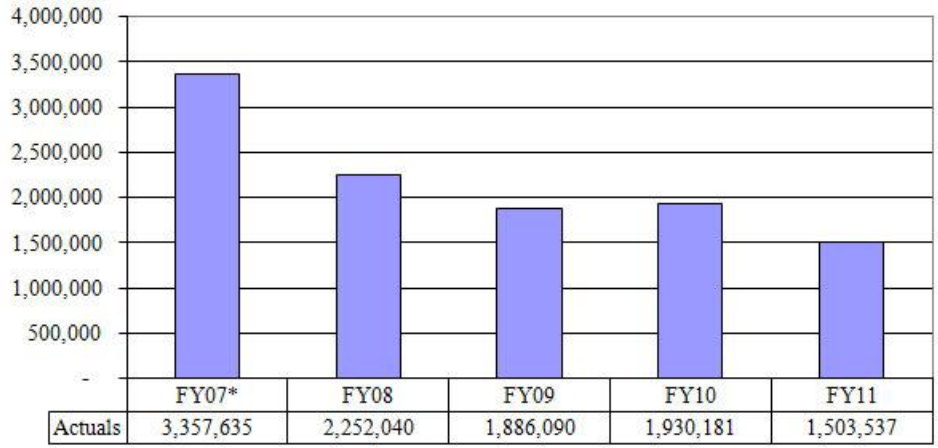
FIVE YEAR HISTORY HOTEL/MOTEL TAX



ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,503,535	$1,200,000	CORPORATION EXCISE TAX	$1,200,000

CORPORATION EXCISE TAX. Chapter 121A, section 10 of the Massachusetts General Laws states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is valid for an initial 15 year period and may be extended for an additional period not to exceed, in the aggregate, 40 years of the corporation's existence in the municipality. The excise tax is composed of an amount equal to five percent of its gross income in the preceding year and an amount equal to $10 per thousand of agreed valuation.

FIVE YEAR HISTORY CORPORATION EXCISE TAX



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

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,371,925	$3,400,000	MEALS EXCISE TAX	$3,300,000

MEALS EXCISE TAX. The Adopted FY10 State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in State Aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise, upon local acceptance for local use. The State increased its portion of the Meals Excise Tax from 5% to 6.25% in FY10. The City Council adopted this option on July 27, 2009.

$3.4 million in Meals Excise Tax revenue is estimated to be received in FY12, which reflects a full year of collections. $3.3 million is budgeted in FY13, which is the same amount used for the FY12 Budget.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$919,225	$800,000	PENALTIES & DELINQ. INT.	$800,000

DELINQUENT INTEREST. The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 14 percent 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 excise 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 which 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 bills. These charges include: an advertising preparation fee per account ($10), preparation of instrument of taking ($10) and recording of the tax-taking document ($75), actual posting of the notice ($5), certificate of redemption fee ($75), land court registration fee ($310) and legal fees ($500).

The City will continue to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$5,841,370	$5,232,000	IN LIEU OF TAX PAYMENTS	$5,245,000

IN LIEU OF TAX PAYMENTS. Cambridge taxpayers are constrained by the fact that 43% of the total land area in the City is tax-exempt. The "in lieu of tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. The City Assessor's Office mails out requests each year for payments, calculated at 26 cents per square foot of land area.

However, Harvard University and the Massachusetts Institute of Technology (MIT) remain the major in lieu of taxpayers in Cambridge.

In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with MIT. While MIT had made voluntary PILOT payments for many years, this was the first time that this important commitment had been reflected in writing, which includes a 40-year term. The agreement contains an annual escalation of the base payment by 2.5% per year during the term. The FY13 payment is estimated to be approximately $1,832,000.

In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term. The Harvard University agreement included an upfront contribution of $1 million above the base PILOT payment in FY05 of $2,007,738, for a total of $3,007,738. In addition, the agreement contains an annual escalation of the base payment by 3%. Harvard's base PILOT payment will increase by an additional $100,000 every 10 years. The FY13 payment is estimated to be $2,874,000.

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.

SPACE RESERVED FOR COUNCILLORS' NOTES

LICENSES AND PERMITS -Summary

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,479,910	$2,463,500	LICENSES	$2,433,600
$12,686,780	$16,534,445	PERMITS	$5,081,900
$15,166,690	$18,997,945		$7,515,500

LICENSES. License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of a Police Department representative, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. The most common licenses are briefly described on the following pages. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its Web page.

PERMITS. Permits are required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical or plumbing services). The bulk of permit revenue is brought in through building permits collected by the Inspectional Services Department. All construction and development in the city must be issued a building permit based on the cost of construction. The following pages provide brief descriptions of major City permit revenue. A complete fee schedule is available at the Inspectional Services Department at 831 Massachusetts Avenue or through its Web page.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$5,925	$6,000	MILK	$6,000
$888,915	$928,000	ALCOHOLIC BEVERAGES	$928,000
$52,140	$54,000	COMMON VICTUALER	$54,000
$8,170	$7,000	BUILDERS	$6,000
$277,125	$287,600	LODGING HOUSE	$287,600
$322,190	$322,000	GARAGE/GASOLINE	$318,000
$3,000	$3,000	SHOPS AND SALES	$3,000
$90,370	$85,200	HACKNEY	$85,000
$75,830	$75,800	MOTOR VEHICLE RELATED	$75,000
$184,120	$190,000	ENTERTAINMENT	$185,000
$94,410	$92,500	HEALTH RELATED	$81,000
$42,980	$39,600	MARRIAGE	$39,000
$22,485	$23,000	DOG LICENSES	$23,000
$9,930	$10,800	STREET PERFORMERS	$10,800
$184,890	$180,000	POLE AND CONDUIT	$175,500
$13,550	$12,000	TOBACCO	$12,000
$2,625	$2,500	DISPOSAL	$2,500
$19,900	$20,000	MISCELLANEOUS	$20,000
$1,300	$1,000	RECREATION CAMPS	$700
$20,245	$12,000	NEWSPAPER BOXES	$12,000
$19,885	$17,000	MULTI-FAMILY INSPECTIONS	$10,000
$19,610	$19,500	PROPERTY USE	$19,500
$120,315	$75,000	DUMPSTER	$80,000
$2,479,910	$2,463,500		$2,433,600

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

ALCOHOLIC BEVERAGES. Under Chapter 138 of the Massachusetts General Laws and Chapter 95 Special Acts of 1922, the City is empowered to grant licenses regulating the sale of alcoholic beverages. License fees vary depending upon the type of establishment, closing hours, number of days open, and whether the license is for all types of alcohol or beer and wine. The following is chart of selected alcohol fees.

TYPE	NO.	FEE
All Alcohol Institute Education 7days, 1 a.m.	1	$3,865
Wine/Malt Educational	5	$2,040
All Alcohol Restaurant 7 days. 1 a.m.	81	$3,160/$6,320
All Alcohol Restaurant 7 days, 1:30 a.m.	1	$3,530/$7,060
All Alcohol 7 days, 2 a.m.	54	$3,905/$7,810
Wine/Malt Brewery 7 days	1	$1,225
Wine/Malt Restaurant 7 days, 2 a.m.	62	$2,000/$4,000
All Alcohol Package Store	22	$2,330
Wine/Malt Package Store	18	$1,750
All Alcohol Hotels, Over 100 rooms	12	$6,300

TYPE	NO.	FEE
All Alcohol Hotels, under 100 rooms	1	$5,815
All Alcohol Veterans Club	1	$1,945
Other All Alcohol Clubs	12	$2,700

COMMON VICTUALER. The common victualer license, issued by the License Commission, allows food and non-alcoholic beverages to be sold and consumed on the premises. Under special legislation, Cambridge is allowed to set the fee according to seating capacity: 1-25: $45.50, 26-49: $65.00, 50-99: $104.00 and with a sliding fee scale of up to a maximum fee of $1,287.00 for 1,300 persons and over.

BUILDER'S LICENSES. The Inspectional Services Department issues a builder's license to qualified individuals for specific construction categories. The initial annual license fee is $30 and a one-year renewal is $20.

LODGING HOUSE. The License Commission issues lodging house licenses to property owners who rent rooms. The rate is $24.00 for the first four rooms (total) and $24.00 for each additional room. Colleges and universities must obtain a lodging house license for student dormitories. There are approximately 151 active lodging houses in the City, 135 being college/university dormitories and houses.

GARAGE FLAMMABLES. The fees for these permits are issued by the License Commission, which are graduated and based on the capacity of fuel stored and, in parking garages, the number of cars licensed to be parked on the premises. The majority of the revenue in this category is generated from large parking garages located throughout the city; the balance is collected from gas stations, research labs and other facilities with flammable storage.

SHOPS AND SALES. The License Commission issues licenses for approximately 18 antique stores ($91), 2 auctioneers ($60) and 16 second hand dealers ($60). One day auction sales, which are charged at a rate of $31 per day, are also covered by this category.

HACKNEY. The annual hackney inspection fee ($190) accounts for 60% of the revenue in this category. Two hundred fifty seven (257) taxis are inspected each April and October. Also included is the issuance/renewal of approximately 1,000 hackney driver's licenses ($32/yr. or $75/3 yr.). Two-month training licenses are issued for $10, and this training period must be successfully completed before a driver earns an annual license.

MOTOR VEHICLE RELATED. The License Commission issues licenses for automobile rental agencies ($121), open-air parking lots ($12.10 per space), used auto dealers ($100) and limousine services ($121).

ENTERTAINMENT. Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys and several other forms of entertainment. Theater licenses are based on annual attendance and number of screens or stages.

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

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

DOG LICENSES. The Animal Commission issues dog licenses, registering the name, address and telephone number of the dog owner and a complete description of the dog and the rabies expiration date. The Animal Commission charges $8.00 spayed/neutered and $25.00 unspayed/unneutered.

STREET PERFORMERS. A $40 fee is required from each street performer to offset costs incurred by the Arts Council staff in ensuring compliance with the articles listed in the City's Street Performer Ordinance and Sidewalk Use Ordinance.

POLE AND CONDUIT. The City charges a fee for each conduit site and/or pole authorized by the Pole and Conduit Commission. The cost per application and permit is $110 per street for residential, $180 for commercial. An annual maintenance fee is charged to all corporations who have conduits in the public way.

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

DISPOSAL COMPANIES. Pursuant to Cambridge Municipal Code, Section 5.24, all private garbage/salvage/trash companies operating in Cambridge require a license. The fee for each company is $125.

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

RECREATION CAMPS. The State has set minimum sanitation and safety standards for recreational camps for children. Camps schedule inspections prior to opening and are charged a $50 fee. There are approximately 40 camps in the City. These inspections are conducted by the Inspectional Services Department.

NEWSPAPER BOX FEES. The City charges a newspaper box fee for all newspaper or publication boxes located on public ways. Each publisher is assessed a $200 annual fee plus $25 per box. Owners who violate the City Ordinance regulating the placement and maintenance of newspaper boxes are subject to removal and storage fees of up to $200 per box.

MULTI-FAMILY INSPECTION. Periodic inspections (5 year cycle) of multi-family structures were initiated in February 2000 as required by the Massachusetts State Building Code. Inspection fee for 3 unit buildings is $100 and $5 per additional dwelling unit.

PROPERTY USE. A $750 license fee was adopted by the License Commission in FY06 to allow alcohol, beer and wine licensed restaurants and hotels to have outdoor public seating.

DUMPSTER. Pursuant to Cambridge Municipal Code, Section 8.25, an annual $100 dumpster license is required for all dumpsters located in the City.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$10,014,130	$13,950,000	BUILDING	$2,950,000
$74,015	$65,000	GAS	$55,000
$488,115	$425,000	WIRING	$300,000
$134,885	$140,000	PLUMBING	$95,000
$604,625	$575,000	STREET OPENING	$550,000
$460,095	$485,000	STREET OBSTRUCTION	$500,000
$123,590	$137,015	PLAN REVIEW	$55,000
$82,525	$60,000	SPRINKLER	$45,000
$414,830	$419,405	PLACE OF ASSEMBLY	$289,000
$24,340	$15,000	OCCUPANCY CERTIFICATIONS	$10,000
$15,380	$20,000	AIR RIGHTS/PUBLIC WAYS	$20,000
$4,150	$2,400	FIREARM	$2,400
$625	$625	SUNDAY	$500
$121,010	$110,000	FIRE	$105,000
$101,445	$85,000	MECHANICAL	$60,000
$23,020	$45,000	SHEET METAL	$45,000
$12,686,780	$16,534,445		$5,081,900

BUILDING PERMITS. The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction or demolition in the City. The cost of permits is based on the estimated cost of the project: $15 per thousand, with a $50 minimum. The City traditionally conservatively estimates building permit revenue to guard against potential economic downturns.

GAS PERMIT. The Inspectional Services Department issues permits to licensed individuals to perform gas-fitting work. The permit fee is based on the cost of the installation.

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

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.

STREET OPENING AND SIDEWALK OBSTRUCTION PERMITS. The Public Works Department issues permits for the obstruction and excavation of public rights of way and for the obstruction of sidewalks. A Manhole Opening and Entry Permit has been established to regulate and monitor contractors/consultants who open and/or enter City of Cambridge manholes to complete sewer and stormwater inspections. The permit requires companies to be bonded, insured and to have proper workplace safety licenses and traffic plans as appropriate. The fee for this permit is $75.

A Discharge and Dewatering Permit has been established to regulate discharges to the municipal stormwater or wastewater system from dewatering or pumping activities, changes in discharges from existing connections and the discharge from fats, oil and grease. This review process has been put in place to meet the conditions of the City of Cambridge's National Pollutant Discharge Elimination System (NPDES) permit. The fee for this permit is $100.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues over 6,400 permits to close a street or to occupy the street for special events, moving vans, tool trucks, dumpsters and other temporary uses.

PLAN REVIEW PERMIT. Special permit fees 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.

SPRINKLER PERMIT. The Inspectional Services Department issues permits for the installation of sprinklers and standpipes. The permit of $50 includes 5 heads. Each additional is $2.00.

PLACE OF ASSEMBLY. The Inspectional Services Department inspects the capacity of churches, dormitories, hospitals, clinics, apartment houses and schools and issues Certificates of Inspection (CIs). Inspections are made, as required under the 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.

OCCUPANCY CERTIFICATION. The Inspectional Services Department issues Certificates of Occupancy (COs) after completion of construction or a change in use, to certify that the structure complies with the Building Code and Zoning Ordinance. COs are also issued upon the owner's request for those older structures that predate the Building Code. The fee is $100 for a residential building. An additional fee of $5, for each unit over five, is charged.

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

LICENSE TO CARRY/FIREARMS IDENTIFICATION CARDS. The Police Department issues licenses to carry a firearm to individuals meeting the requirements established by statute ($100 for four years). The Department also issues firearms identification cards ($100 for six years; FID-Chemical $25), which allows the holder to possess and carry non-large capacity rifles or shotguns and to possess mace or pepper spray.

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

FIRE PERMITS. The Fire Department issues fire alarm, fire suppression, sprinkler, fuel storage and other types of permits as required by state law and local ordinance.

MECHANICAL PERMITS. The Inspectional Services Department issues permits for the installation of mechanical equipment such as furnaces, boilers, roof top units, air conditioners and emergency generators.

SHEET METAL. The Inspectional Services Department charges an inspection fee, under a new state regulation enforced by the City, for installation of sheet metal/ duct work. The fee is $50 plus $25 per each 100 linear feet.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$76,730	$110,000	LIBRARY	$55,000
$10,758,460	$10,625,000	PARKING	$8,823,155
$544,670	$475,000	MOVING VIOLATIONS	$475,000
$7,440	$11,500	HACKNEY	$6,800
$75,845	$65,000	FALSE ALARMS	$54,000
$1,435	$1,500	ANIMALS	$1,250
$4,420	$9,000	BICYCLE	$6,000
$8,300	$6,375	WEIGHT & MEASURES CIVIL CITATIONS	$1,000
$11,477,300	$11,303,375		$9,422,205

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

PARKING FINES. The largest revenue source for this category is Parking Fines, which total $8,823,155 in the FY13 Operating Budget. The collection of parking fines continues to be an important source of revenue for the City. Parking Fund revenues are used to partially fund the budgets of 10 City departments, in addition to the Traffic, Parking and Transportation Department. The timely collection of fines is supported by a computerized collection and processing database, the boot program and the fact that violators are prohibited from renewing their driver's license, registration or obtaining a resident permit until all outstanding tickets are paid in full.

MOVING VIOLATIONS. Non-parking offenses result in fines for moving violations. Among the violations included in this category are speeding, passing in the wrong lane and failing to stop at a traffic signal. These fines, collected by the Third District Court of Eastern Middlesex County, are distributed to the City on a monthly basis and used as revenue in the Police Department budget.

HACKNEY FINES. The License Commission issues fines to taxicab operators who violate Cambridge Hackney Rules and Regulations.

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

The Police Department charges for false alarms exceeding two in a calendar year. On the third police response, the following fines are assessed: third alarm ($25), fourth alarm ($50), fifth and subsequent false alarms in a calendar year are $100 for each police response.

DOG FINES. The Animal Commission issues fines for unleashed and unlicensed dogs, failure to dispose of dog waste properly and failure to comply with regulations in off leash areas. The owner is subject to a fine not exceeding fifty dollars for each offense. Failure to license one's dog results in a $25 fine. The failure to restrain and properly dispose of dog waste is a $10 fee for the first offense, $25 for the second

and $50 for the third.

BICYCLE FINES. Since July 1996, the Police Department has been issuing violations of bicycle laws. These fines ($20) are to be used for the development and implementation of bicycle programs.

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

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$9,208,689	$9,290,000	PARKING	$9,540,000
$18,343,780	$18,100,000	WATER UTILITY REVENUE	$14,849,655
$39,564,720	$38,950,000	SEWER SERVICE CHARGE,	$38,090,895
$5,859,470	$5,779,310	FEES	$5,454,595
$1,726,685	$1,696,760	OTHER CHARGES FOR SERVICES	$1,657,910
$74,703,344	$73,816,070		$69,593,055

SERVICE CHARGES/USER FEES. Charges for services are an important revenue source for the City to use to maintain the level of services provided to the community. With a limit on tax revenues, the City must impose charges for the delivery of some services that were formerly financed through the property tax. In FY13, service charges and user fees will account for 14.3% of the total general fund revenues.

BENEFITS OF USER FEES. Based on a review of current charges for services, the City has moderately increased fees and the increased revenues are reflected in the FY13 Budget.

Massachusetts cities and towns have traditionally relied too heavily on the property tax and have under-used service charges, particularly in comparison with other regions. The clearest advantage to user fees is their potential as an additional or alternative funding source. Fees are very flexible and adjustable in accordance with inflation and demand levels. User charges are often a more equitable funding mechanism than taxes because those who benefit from the service directly pay for that service. The user fees also allow the City to recover the cost of providing services, such as water and sewer, to tax exempt institutions.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$4,713,938	$4,650,000	METER COLLECTION	$4,800,000
$697,822	$745,000	PARKING LOTS	$925,000
$2,888,434	$3,265,000	PARKING GARAGES	$3,055,000
$103,210	$150,000	USE OF METERS	$150,000
$758,510	$440,000	RESIDENT STICKERS	$570,000
$46,775	$40,000	BOOT REMOVAL FEES	$40,000
$9,208,689	$9,290,000		$9,540,000

PARKING FUND. An important source of revenue for the City is the parking fund. This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see fines and forfeits) and interest earnings (see miscellaneous revenue). These revenues are then distributed to help fund programs permitted under Chapter 844 of the Massachusetts General Laws. With limited tax revenues, the parking fund is a critical source of City revenue, providing funds to 10 budgets, in addition to the Traffic Parking and Transportation Department. The following chart shows a three-year budget history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY11	FY12	FY13
Finance	$ 23,950	$ 23,950	$ 23,950
Law	$ 100,000	$ 100,000	$ 100,000
Police	$ 3,841,845	$ 3,841,845	$ 3,841,845
Traffic, Parking & Transportation	$ 10,034,590	$ 10,294,470	$ 10,551,435
Public Works	$ 2,846,935	$ 3,046,935	$ 3,046,935
Community Development	$ 421,895	$ 421,895	$ 521,895
General Services	$ 4,000	$ 4,000	$ 4,000
School	$ 100,000	$ 100,000	$ 100,000
Cherry Sheet Assessments	$ 459,420	$ 505,380	$ 485,160
Executive	$ 255,000	$ 255,000	$ 255,000
Debt Service	$ 134,375	$ 128,125	$ -
Electrical	$ 22,935	$ 22,935	$ 22,935
	$ 18,244,945	$ 18,744,535	$ 18,953,155

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

OFF-STREET PARKING LOT METER COLLECTIONS. This revenue is derived from nine metered parking lots. The meters in five of these lots have been upgraded to multi-space pay stations. The rates in these lots range from $1 to $3 per hour. The other four lots have single space meters. The City plans to upgrade the remaining Central Square lots to multi-space pay stations.

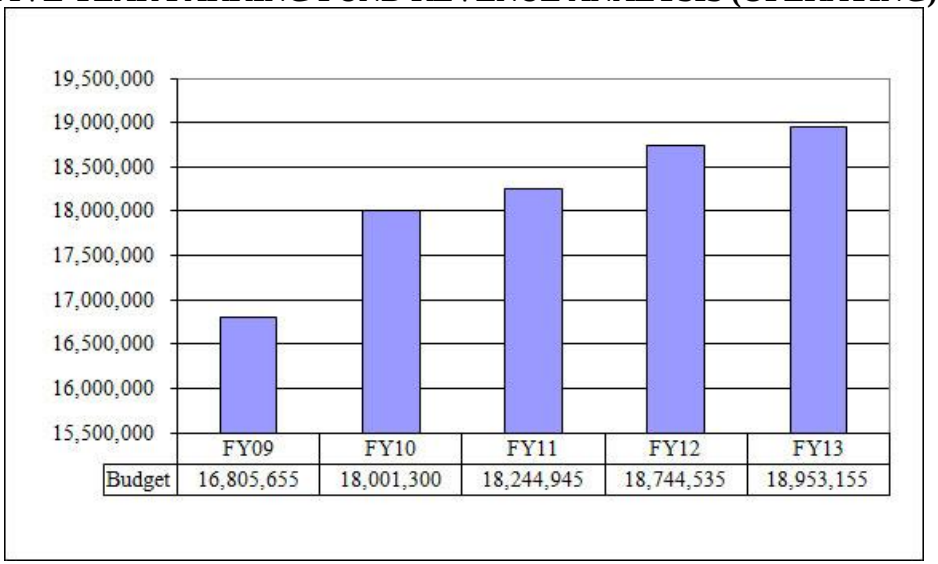
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage ($1.50 per hour) and the East Cambridge Municipal Parking Garage ($2 first hour / $1 for 2nd & 3rd hours/$2 each remaining hour). There are 1,384 parking spaces in these facilities. In FY10 the Main Library opened its new garage. The fee is $1 per hour.

USE OF METERS. Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit, when granted by the department; for example, when a company requests the use of the meter spaces for construction work. The fee is $10/meter/day. The Traffic Department, with assistance from the IT Department, has implemented a permit database that has improved efficiency, customer service and revenue collection.

RESIDENT STICKERS. To control commuter parking in residential areas, the Traffic, Parking & Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas. The resident parking permit fee is $25 in FY13.

BOOT REMOVAL FEE. This fee is assessed by the Traffic, Parking & Transportation Department for the removal of boot devices used to immobilize cars belonging to parking ticket scofflaws with five or more outstanding tickets.

FIVE YEAR PARKING FUND REVENUE ANALYSIS (OPERATING)



	FY09	FY10	FY11	FY12	FY13
Budget	16,805,655	18,001,300	18,244,945	18,744,535	18,953,155

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$17,616,405	$17,250,000	WATER USAGE	$13,999,655
$477,375	$600,000	MISC. WATER CHARGES	$600,000
$250,000	$250,000	RETAINED EARNINGS	$250,000
$18,343,780	$18,100,000		$14,849,655

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 FY13 rates, effective for all water consumed as of April 1, 2012, represent a 0% increase in the water rate and a 0% increase in the sewer rate, with a 0% increase in the combined rate.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	$3.02	$7.86
2	41-400 Ccf	3.24	8.32
3	401-2 000 Ccf	3.44	8.93
4	2001-10 000 Ccf	3.65	9.62
5	over 10 000 Ccf	3.96	10.23

All consumption is measured in hundreds of cubic feet and the rates charged are per hundred cubic feet. One hundred cubic feet equals approximately 750 gallons of water.

In addition to funding the Water Department Budget, Water Fund revenues will also be used in five City departments in FY13: Finance ($225,000); Conservation ($40,575); Public Works ($400,000); Community Development ($30,000) and Animal Commission ($10,000). Not included in the above amount is $3,400,000 in water usage revenue used to fund City capital projects.

MISCELLANEOUS WATER CHARGES. The Water Department receives miscellaneous revenue from service renewals, hydrant rentals, cross connection inspections, meter replacements, water works construction permits, fines, meter transmitter unit installations, fire service fees, final bill, reading fees, laboratory bacterial testing and other services.

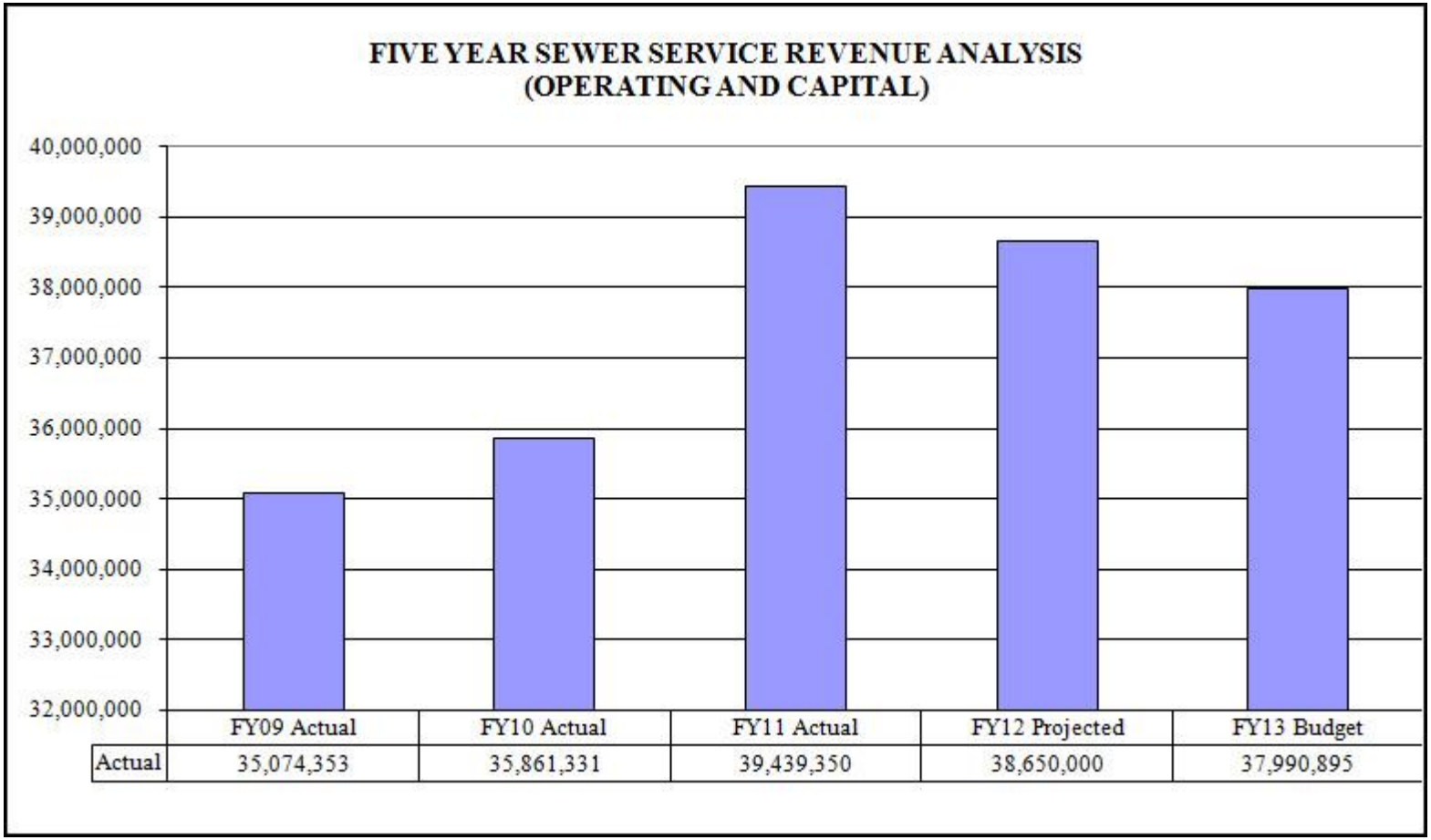
RETAINED EARNINGS. The City has allowed year-end retained earnings to be used to maintain the Water Fund balance, in part to offset increased costs brought on by large one-time capital projects, and to offset higher rate increases. For FY13, $250,000 will be used as part of a 0% rate increase.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$39,439,350	$38,650,000	SEWER SERVICE CHARGE	$37,990,895
$125,370	$300,000	SEWER CONNECTION FEE	$100,000
$39,564,720	$38,950,000		$38,090,895

SEWER SERVICE CHARGE. Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is $750,000 in sewer revenues used to fund the remedial reconstruction program. The FY13 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:

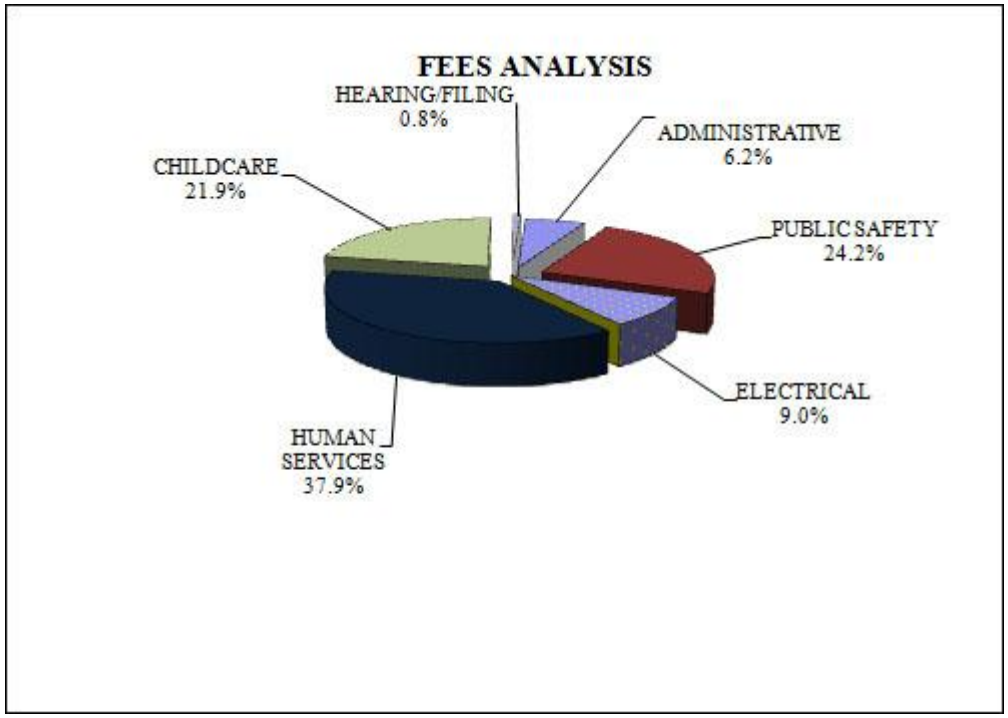
SEWER CHARGE ALLOCATIONS		AMOUNT
Finance	$	225,000
Public Works	$	2,874,220
Debt Service	$	13,841,120
Massachusetts Water Resources Authority	$	21,006,055
Community Development	$	44,500
TOTAL	**$**	**37,990,895**

SEWER CONNECTION FEE. The City charges a sewer connection fee for every new plumbing connection into the City's wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that are being connected to the sewer. The rate schedule is as follows: Residential - $45, Commercial - $70 and Industrial - $110. In FY13, the City projects $100,000 in revenue from this source, an increase of $50,000 from FY12 due to high levels of construction.


FIVE YEAR SEWER SERVICE REVENUE ANALYSIS
(OPERATING AND CAPITAL)
40,000,000
39,000,000
38,000,000
37,000,000
36,000,000
35,000,000
34,000,000
33,000,000
32,000,000
FY09 Actual
FY10 Actual
FY11 Actual
FY12 Projected
FY13 Budget
Actual
35,074,353
35,861,331
39,439,350
38,650,000
37,990,895

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$367,155	$340,720	ADMINISTRATIVE	$336,020
$1,364,110	$1,357,600	PUBLIC SAFETY	$1,322,000
$634,190	$510,000	ELECTRICAL	$490,000
$2,236,100	$2,299,975	HUMAN SERVICES	$2,069,845
$1,213,265	$1,225,000	CHILD CARE	$1,195,230
$44,650	$46,015	HEARING/FILING	$41,500
$5,859,470	$5,779,310		$5,454,595

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



ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$201,650	$196,000	CERTIFIED COPIES	$196,000
$94,375	$85,000	MUNICIPAL LIENS	$85,000
$9,255	$4,100	DOCUMENT SALES	$3,750
$16,865	$12,020	PHOTOCOPY/REPRODUCTION	$10,270
$3,290	$3,200	DOMESTIC PARTNERS	$1,000
$41,720	$40,400	MISC. CLERK'S FEES	$40,000
$367,155	$340,720		$336,020

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.

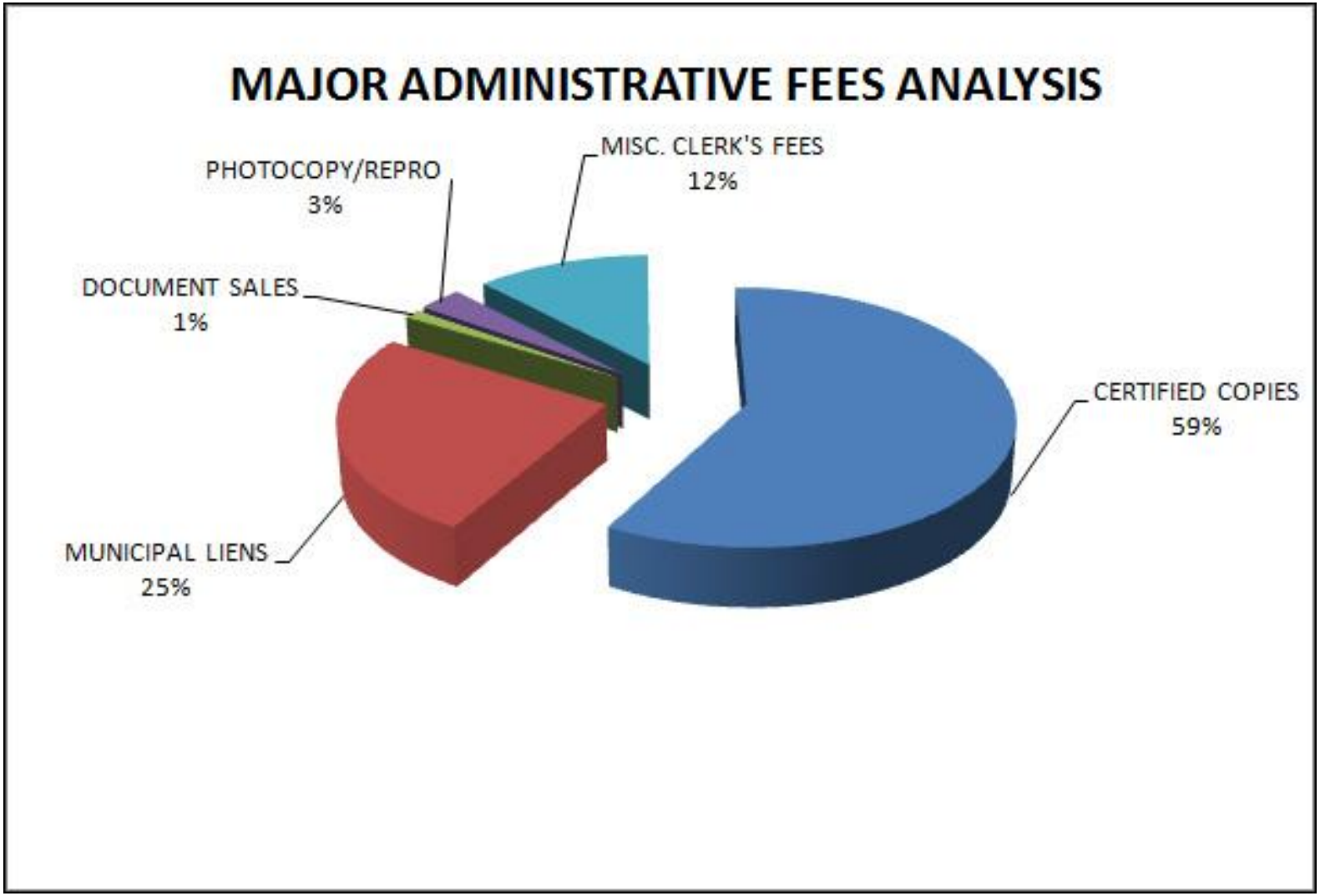
MUNICIPAL LIEN CERTIFICATES. The Finance Department issues a certificate indicating any tax or utility charge outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from $25 to $150 depending on the type of property.

DOCUMENT SALES. The Public Works Engineering Division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book.

REPRODUCTION SERVICES. A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge $5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police $6,000; Fire $550; Inspectional Services $3,500; and License $220.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The fee is $25 per certificate for filing domestic partnerships.

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 service and sporting fees, zoning and municipal ordinance fees and the filing fee for a zoning petition.


MAJOR ADMINISTRATIVE FEES ANALYSIS
MISC. CLERK'S FEES
12%
PHOTOCOPY/REPRO
3%
DOCUMENT SALES
1%
CERTIFIED COPIES
59%
MUNICIPAL LIENS
25%

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$36,660	$36,600	SEALING INSPECTION	$36,000
$67,830	$75,000	TOWING SURCHARGE	$75,000
$300,665	$350,000	POLICE DETAIL SURCHARGE	$350,000
$21,055	$18,000	AGENCY FEE	$16,000
$33,780	$20,000	BOARDING/RAZING FEES	$20,000
$56,220	$53,000	SMOKE DETECTORS	$50,000
$743,950	$725,000	RESCUE SERVICE FEES	$720,000
$12,100	$10,000	INSPECTIONAL DETAILS	$10,000
$91,850	$70,000	FIRE DETAIL SURCHARGE	$45,000
$1,364,110	$1,357,600		$1,322,000

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.

TOWING SURCHARGE. The City receives $9.00 of each towing charge paid in the City. The revenue is used to fund the Police Budget.

POLICE DETAIL SURCHARGE. The City receives a 10 percent surcharge for the private use of off-duty police officers. The money derived from the surcharge is used to administer the police detail office.

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.

SMOKE DETECTORS. A $50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148.

RESCUE SERVICE FEES. An Emergency Medical Services (EMS) paramedic plan was approved in FY05 for the Fire Department by the State. The Region 4 medical panel approved a model plan for improving Advanced Life Support services in the City of Cambridge, which utilizes firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City, and allowed the City to increase its third party payments for transport fees and advanced life support services.

INSPECTIONAL DETAILS. The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.

FIRE DETAIL SURCHARGE. The City receives a 10 percent surcharge for the private use of off-duty firefighters. The funds derived from the surcharge are used to administer the fire detail program.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$143,990	$140,000	FIRE ALARM BOX CHARGE	$140,000
$465,395	$350,000	SIGNAL MAINTENANCE FEE	$330,000
$24,805	$20,000	CUT-OUT/PLUG-OUT FEE	$20,000
$634,190	$510,000		$490,000

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

SIGNAL MAINTENANCE FEE. The Electrical Department assesses a fee to disconnect or reconnect a privately-owned master box on private buildings, if the service was provided after hours. This fee reimburses the City for overtime costs.

CUT-OUT/PLUG-OUT FEE. The Electrical Department assesses a fee of $25 to private concerns for the disconnection and reconnection of private systems, to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed three in one week.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$745,490	$747,975	GOLF COURSE	$731,845
$278,395	$275,000	RECREATIONAL ACTIVITIES	$220,000
$14,850	$15,000	ATHLETIC LEAGUES	$15,000
$9,060	$7,000	SPECIAL NEEDS	$8,000
$35,110	$35,000	SENIOR ACTIVITIES	$35,000
$114,360	$105,000	FIELD PERMITS	$100,000
$802,850	$880,000	COMMUNITY SCHOOLS	$780,000
$79,475	$80,000	YOUTH PROGRAMS	$50,000
$156,510	$155,000	KING OPEN EXTENDED DAY	$130,000
$2,236,100	$2,299,975		$2,069,845

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

In addition, DHSP receives revenue for the use of the War Memorial Recreation Center and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of $0.75 cents per admission. Not included in the revenue estimates are recreational activity fees used in the Capital Budget of $28,000. The War Memorial pool and cardio room fee schedule is as follows:

	RESIDENT	NON RESIDENT
per swim (child)	$ 1.25	$ 1.25
per swim (adult)	$ 4.50	$ 5.50
10 swim (adult)	$ 40.00	$ 50.00
yearly swim (adult)	$ 210.00	$ 230.00
yearly swim (family)	$ 350.00	$ 400.00
per cardio (adult)	$ 4.50	$ 5.50
per cardio (couple)	$ 6.00	$ 7.00
10 cardio (adult)	$ 40.00	$ 50.00
10 cardio (couple)	$ 55.00	$ 65.00
yearly cardio (adult)	$ 210.00	$ 230.00
yearly cardio (couple)	$ 300.00	$ 325.00
combo per pool/cardio (adult)	$ 5.25	$ 6.25
combo per pool/cardio (couple)	$ 6.50	$ 7.50
combo 10 visit pool/cardio (adult)	$ 50.00	$ 60.00
combo 10 visit pool/cardio (couple)	$ 65.00	$ 75.00
combo yearly pool/cardio (adult)	$ 250.00	$ 275.00
combo yearly pool/cardio (couple)	$ 350.00	$ 375.00

GOLF COURSE. In FY13, the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond will again be a self-supporting operation. The following chart illustrates the green fees and membership rates for the coming season, which began in March 2012. Not included in the FY13 revenue estimates are Golf Course fees used in the Capital Budget of $20,000.

	RESIDENT	NON-RESIDENT
weekdays (9 holes)	$20.00	$23.00
weekdays junior/senior (9 holes)	$16.00	$16.00
weekdays (18 holes)	$30.00	$33.00
weekends/holiday (9 holes)	$26.00	$26.00
weekends/holiday (18 holes)	$38.00	$38.00
monthly	$365.00	$545.00
yearly	$800.00	$1,175.00
juniors	$325.00	$470.00
seniors	$400.00	$1,145.00
senior plus	$530.00	n/a

ATHLETIC LEAGUES. The Department of Human Service Programs sponsors men's and women's softball leagues in the summer. The Recreation division charges $350 per softball team.

SPECIAL NEEDS. Revenues from various special needs recreational programs such as Camp Rainbow, the after school program and other school-year activities, are generated through participant registration fees.

SENIOR ACTIVITIES. These funds are generated from ceramic classes, the Walking Club and various other senior recreational/ leisure activities. This also includes funds received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging six days a week and dinner on Monday evenings.

FIELD PERMITS. A permit fee of $95 is required per two-hour period of field use. A waiver of fees will be granted to all schools, youth leagues and City sponsored fund-raising events.

COMMUNITY SCHOOL REVENUES. This category includes revenues received from the various classes, camps, programs and activities of the community schools throughout the city.

YOUTH PROGRAMS. These funds are generated from tuition for the pre-teen year round program, summer and vacation camps and from teen membership fees, and are used to offset program expenses.

KING OPEN EXTENDED DAY PROGRAM. The Department of Human Service Programs jointly administers an Extended Day Program with the King Open School. Revenue from tuition is used to fund the program.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,213,265	$1,225,000	CHILDCARE TUITION	$1,195,230

CHILDCARE TUITION. The Department of Human Service Programs administers childcare programs serving approximately 290 children throughout the city. Pre-school programs are held full-time at King, Kennedy/Longfellow, Morse, Peabody and King Open and part-time at Haggerty. After-school programs are located at the Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY13 are $311 per month for after-school care and $774 per month for full-time pre-school enrollment. Revenue from tuition is used to fund teachers' salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events and field trip transportation.

PROGRAM		FY 13 RATE /MO.	PROJECTED ENROLLMENT
King Pre-School			
Full-time		$ 774.00	34
King Open Pre-School			
full-time		$ 774.00	16
Haggerty			
Preschool	(2 days)	$ 219.00	7
	(3 days)	$ 269.00	7
	(5 days)	$ 374.00	10
East Cambridge Pre-School			
Full-time		$ 774.00	17
Morse Pre-School			
full-time		$ 774.00	17
Peabody Pre-School		$ 774.00	16
full-time			
All After-School Programs		$ 311.00	170

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$15,990	$23,625	BOARD OF ZONING APPEALS	$20,000
$3,585	$2,390	CONSERVATION COMMISSION	$1,500
$25,075	$20,000	LICENSE HEARING FEES	$20,000
$44,650	$46,015		$41,500

BOARD OF ZONING APPEALS. Fees are collected for petitioning the Board of Zoning Appeals for variances, special permits and appeals relating to the Zoning Ordinance.

CONSERVATION COMMISSION. Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee, in excess of $25, is payable to the City. The list of project categories and associated fees can be found at 310 CMR 4.03. 310 CMR 4.10 describes all the activities in each fee category.

LICENSE HEARING FEES. The License Commission charges a hearing and advertising fee of $175 for all applicants who apply for a hearing before the Commission. There are an estimated 150 hearings per year.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$278,090	$240,000	CEMETERY FEES	$240,000
$615	$300	ANIMAL BOARDING	$200
$1,407,820	$1,418,965	CABLE FRANCHISE LICENSE FEES	$1,387,710
$33,200	$35,000	WHITE GOODS	$30,000
$6,960	$2,495	SALE OF COMPOSTING BINS	$0
$1,726,685	$1,696,760		$1,657,910

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 $1,000 and the recording fee for a deed is $20.

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

CABLE FRANCHISE LICENSE FEES. The payments to the City are derived through revenues received from Comcast. As Comcast Cable television revenues increase, the cable franchise license fees received by the City will increase proportionately and are used to support municipal cable tv programming.

WHITE GOODS. City residents wishing to have their large appliances picked up and disposed of by Public Works are required to obtain an orange-colored sticker. The cost is $25 per item or $20 for senior citizens. There are approximately 30 appliances picked up each week. The number of stickers has been declining as more retail stores offer to dispose of old appliances when new ones are purchased.

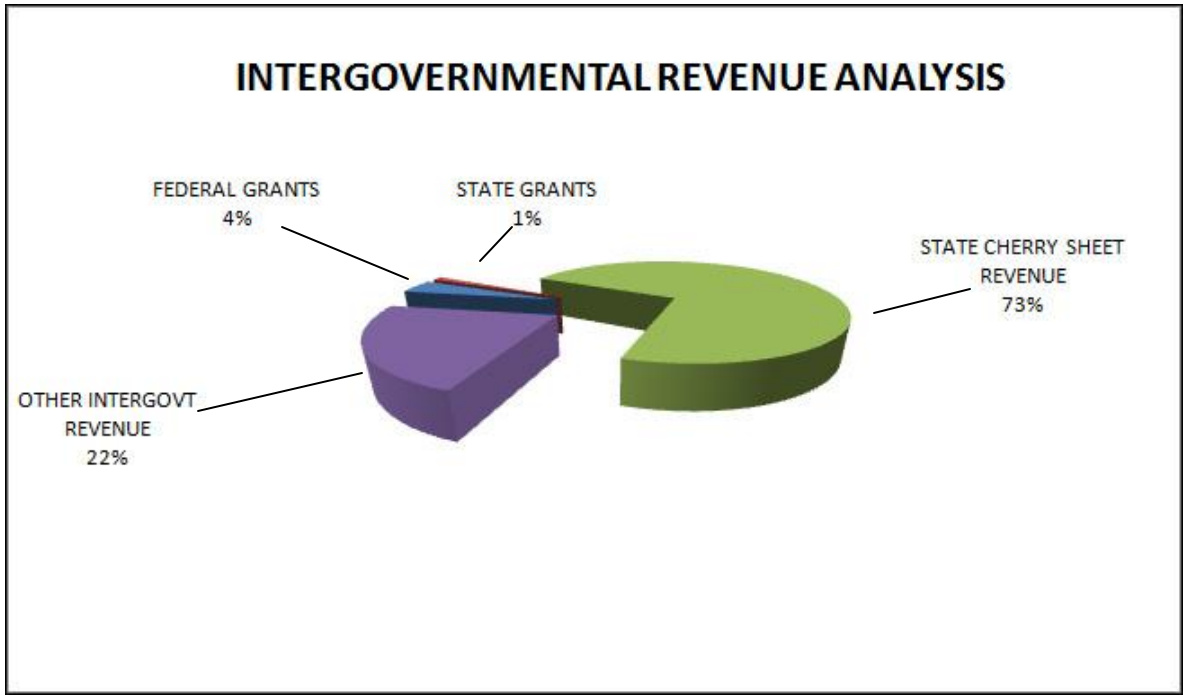
SALE OF COMPOSTING BINS. During FY12, the Recycling division of the Department of Public Works discontinued the sale of composting bins, as numerous retail businesses now sell these products.

INTERGOVERNMENTAL REVENUE -Summary

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,388,125	$2,800,630	FEDERAL GRANTS	$1,514,695
$1,622,210	$231,625	STATE GRANTS	$433,935
$29,293,440	$29,752,005	STATE CHERRY SHEET REV.	$27,690,565
$8,313,610	$8,266,325	OTHER INTERGOV. REVENUE	$8,508,515
$42,617,385	$41,050,585		$38,147,710

GRANT FUND. In FY13, the City will continue to accept, appropriate and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City. However, a small number of federal and state grants, imperative to the operating budgets of some departments, will be appropriated in the General Fund budget process.

CHERRY SHEET REVENUE. State Cherry Sheet revenue funds are the primary intergovernmental revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, and a number of school related items.



ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,387,825	$2,797,330	COM. DEV. BLOCK GRANT	$1,513,795
$300	$3,300	VETERANS' REIMBURSEMENT	$900
$3,388,125	$2,800,630		$1,514,695

FEDERAL GRANTS. The following federal grants will be appropriated in the FY13 General Fund budget process. All other federal grants will be accepted and appropriated individually by the City Council upon receipt of the grant award notice to the City.

COMMUNITY DEVELOPMENT BLOCK GRANT. The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY13 allocation of the CDBG fund is as follows: Community Development, $1,095,270; Department of Human Service Programs, $413,525; and Historical Commission, $5,000. The FY13 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional $1,243,030. This total allocation reflects an estimated 1.4% reduction from FY13.

VETERANS' GRANT. In FY13, the Department of Veterans' Services and Benefits will receive approximately $900 in reimbursements from the U.S. Department of Veterans Affairs for burial plot payments.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$27,075	$27,075	ADDITIONAL VOTING HOURS	$27,075
$62,315	$50,000	REIMB/NON-CONTRIB PENSIONS	$50,000
$50,000	$54,000	CONSUMERS' COUNCIL GRANT	$54,000
$1,472,520	$94,030	STATE MWPAT SUBSIDY	$297,060
$10,300	$6,520	MASS. CULTURAL COUNCIL	$5,800
$1,622,210	$231,625		$433,935

STATE GRANTS. The following state grants will be appropriated in the General Fund in FY13. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.

ADDITIONAL VOTING HOURS. In FY13, the State will fund additional voting hours for the September 2012 State Primary and November 2012 State/Presidential Election.

STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS. The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners.

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

STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY (MWPAT). The City currently receives subsidies from the state for four sewer loans. The subsidies on the sewer loans cover approximately 19% of the FY13 debt service costs. These subsidies are scheduled to increase to $297,060 in FY13 due to the subsidy on the new loan received from the MWPAT during FY12, with the first debt service payment due in FY13.

MASSACHUSETTS CULTURAL COUNCIL (MCC). The Arts Council receives a state grant to provide operating support to offset administrative and programming costs. Because MCC grant amounts are reflective of state funding, the FY13 Budget amount reflects a small reduction.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$26,767,660	$25,499,990	SCHOOL/LOCAL AID (UGGA)	$25,499,990
$1,813,290	$3,468,650	EDUCATION REIMBURSEMENT	$1,365,095
$712,490	$783,365	GEN. GOVT. REIMB/DISTRIB	$825,480
$29,293,440	$29,752,005		$27,690,565

CHERRY SHEET. Every year the Commonwealth sends to each municipality a "Cherry Sheet," named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing the state assessments to municipalities for MBTA, MAPC, air pollution control districts and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. Each Cherry Sheet receipt is detailed on the following pages. Cherry Sheet revenue is used in funding 20 City departmental operating budgets and for Cherry Sheet Assessments.

The City estimates receiving the same amount in FY13 that it did in FY12 (budget to budget) for these two major local aid categories, for a total of $25,499,990. These two local aid categories represent 5.2% of the total FY13 Operating Budget. However, there are net decreases in other state aid categories equaling $2,061,440, which bring the total local aid amount for FY13 to $27,690,565. The primary reduction is $2,104,595 less in Charter School Tuition Reimbursements. The amount provided on the Cherry Sheet for this purpose can fluctuate from year to year because it is based on estimated enrollments, provided to the State. Total Cherry Sheet revenues represent 5.7% of the total FY13 Operating Budget.

DEPARTMENT	FY13	DEPARTMENT	FY13
Mayor's Office	$ 32,000	Weights & Measures	$ 17,925
Executive	$ 163,865	Electrical	$ 207,865
City Council	$ 14,110	Public Works	$ 1,316,060
City Clerk	$ 19,300	Community Development	$ 16,185
Law	$ 50,000	Peace Commission	$ 23,450
Finance	$ 605,635	Library	$ 407,920
General Services	$ 94,825	Human Services	$ 266,265
Elections	$ 82,250	Women's Commission	$ 9,960
Public Celebrations	$ 16,500	Veterans' Benefits	$ 544,390
Police	$ 856,605	School Department	$ 21,604,945
		Cherry Sheet Assessments	$ 1,340,510
		TOTAL	**$ 27,690,565**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$8,596,970	$8,643,120	SCHOOL AID/CH. 70	$8,643,120
$18,170,690	$16,856,870	UNRESTRICTED GENERAL GVT. AID/LOCAL AID	$16,856,870
$26,767,660	$25,499,990		$25,499,990

SCHOOL AID. In FY13, the City anticipates receiving $8,643,120 in Chapter 70 school aid. This is based on a preliminary State budget estimate, which is the same amount received in FY12.

UNRESTRICTED GENERAL GVT. AID /LOCAL AID. Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid. However, in FY10 lottery and additional assistance revenues were combined and renamed Unrestricted General Government Aid (UGGA). UGGA is estimated to be $16,856,870 in FY13, which is the same amount received in FY12.

The City is estimating it will receive the same amount in FY13 that it did in FY12 for these two major local aid categories. These two local aid categories represent 5.2% of the total Operating Budget.

Approximately 77% ($12,931,290) of UGGA supports the School Budget.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$23,900	$29,495	SCHOOL LUNCH PROGRAM	$30,535
$1,789,390	$3,439,155	CHARTER SCHOOL TUITION REIMBURSEMENT	$1,334,560
$1,813,290	$3,468,650		$1,365,095

LUNCH PROGRAM. Under MGL, Chapter 871, Cambridge will receive reimbursement for a portion of the cost of providing school food services. This reimbursement varies according to the number and type of meals provided. The Commonwealth reimburses the local school department less than two percent of total program costs. Federal reimbursements and revenues from sale of meals comprise the major sources of funding for school lunch programs.

CHARTER SCHOOL TUITION. This revenue, which first appeared on the Cherry Sheet in FY05, is intended to partially reimburse local communities for the cost of Charter School tuitions, which are assessed to local communities through the Cherry Sheet. The state reimburses increased costs over a six-year period at a declining rate of 100%, 25%, 25%, 25%, 25%, 25% and then zero for students attending charter schools based on changes to the aid formula implemented in FY11. The FY13 reimbursement amount is estimated to decrease by $2,104,595, which has a corresponding decrease in Charter School Assessments.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$96,400	$95,230	LIBRARY AID	$98,520
$435,140	$507,185	VETERANS' BENEFITS	$544,390
$180,950	$180,950	REAL ESTATE ABATEMENTS	$182,570
$712,490	$783,365		$825,480

LIBRARY AID. This sum includes a Library Incentive Grant of 50 cents per capita, a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation, and non-residents recompense for each loan made to residents of other Massachusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year. All of this Library Aid funding is contingent upon the municipal library being certified annually by the Mass. Board of Library Commissioners as meeting the minimum standards of library service as established for its population category.

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. The reimbursement amount is estimated to increase by $37,205 in FY13 based on an increase in applications.

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

MGL, Chapter 59, section 5, clause 17D provides tax relief to certain persons over age 70, minors and surviving spouses. Under the provisions of this clause, the estate of the applicant must not exceed $55,775, with the value of that portion of the applicant's domicile which exceeds three dwelling units having to be counted in the calculation of total assets. The base amount of the exemption allowed is $280 for fiscal year 2012. Each year, this base amount is increased by the cost of living. This amount can be increased to as much as double, depending upon the tax increase experienced by the applicant from the prior fiscal year. MGL, c. 59, s. 5, cl. 37A provides an abatement of $500 for a legally blind person which can be increased to a maximum of $1,000, depending upon the tax increase over the prior year. Again, the State reimburses the City for abatement amounts up to the base amounts of the exemptions.

In FY11, the Elderly Tax Exemption category contained on the Cherry Sheet was combined into one amount - Real Estate Abatement. The following description reflects the reimbursements related to Elderly Tax exemptions. Under, MGL, c. 59, s. 5, cl. 41C, persons over age 65 with yearly maximum earnings of $23,442 for a single person or $35,163 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 $46,883, or married, in excess of $64,464, excluding the first three dwelling units of the domicile, receive a base exemption of $1,000. This can be increased up to $2,000, depending upon the amount of the applicant's tax increase.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,255,765	$1,000,000	MEDICAID REIMBURSEMENT	$1,000,000
$7,057,845	$7,266,325	CAMBRIDGE HEALTH ALLIANCE	$7,508,515
$8,313,610	$8,266,325		$8,508,515

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

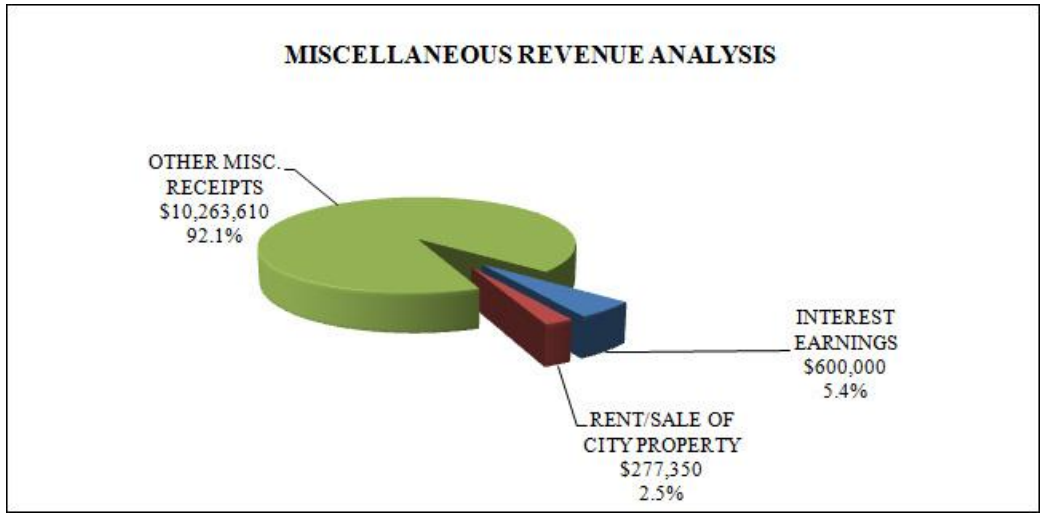
CAMBRIDGE HEALTH ALLIANCE. Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City, and principal and interest payments on these loans are included in the Debt Service budget. This category includes the debt payment for the construction of the new ambulatory care center. Reimbursement for its share of contributory retirement system costs is budgeted in the Employee Benefits Department. The detail distribution is: Employee Benefits, $5,603,515; and Debt Service, $1,905,000.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

MISCELLANEOUS REVENUES -Summary

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$645,455	$600,000	INTEREST EARNINGS	$600,000
$162,670	$158,110	RENT/SALE OF CITY PROPERTY	$277,350
$0	$0	FREE CASH	$0
$17,444,890	$16,351,345	OTHER MISC. RECEIPTS	$10,263,610
$18,253,015	$17,109,455		$11,140,960

MISCELLANEOUS REVENUES. The General Fund includes a variety of revenue that cannot be categorized in the other five accounting designations. Interest earnings on investments, rental income from City property and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous revenues totals 2.3% of the FY13 General Fund budget.



ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$645,455	$600,000	INTEREST EARNINGS	$600,000

INTEREST EARNINGS. The City regularly invests temporarily idle cash in the Massachusetts Municipal Trust Depository - Cash Fund and through our semiannual Certified Deposit (CD) bids. Approximately three years ago, the City started the semiannual local bank CD bid program in which bid requests are emailed to all local banks 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 in many local banks. Unfortunately, interest rates and interest earnings are subject to the market conditions which have kept interest rates at 30 basis points or lower during FY12. Interest from the Parking Fund is included in the above estimate, but interest from the trust and agency investments is not included.

General Fund interest earnings of $500,000 have been included in the FY13 Budget, which is the same amount as FY12. In addition to this amount, $60,000 in interest earnings from the Parking Fund, which reflects a $15,000 decrease, and $40,000 from interest on perpetual care accounts have been budgeted in FY13.

Total interest earnings are budgeted at $600,000 in FY13. Interest rates have steadily declined since FY11 and have been budgeted at the current projection. If interest rates increase slightly during the fiscal year the City will be able to generate additional revenue from this source.

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

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$79,780	$77,110	RENT OF CITY PROPERTY	$196,850
$82,890	$81,000	SALE OF CITY PROPERTY	$80,500
$162,670	$158,110		$277,350

RENT OF CITY PROPERTY. In FY13, the City will receive $76,850 in rent from the newsstand in Harvard Square and the New School of Music. These funds are used as an offset to the Public Works budget. In addition, $120,000 has been estimated for rent proceeds from the Cambridge Housing Authority for 5 Western Avenue, which is scheduled to be completed by spring 2013, as an offset to Debt Service costs for the project.

SALE OF CITY PROPERTY. Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot has been increased in FY13, from $1,250 to $1,400, consistent with municipal cemeteries in nearby communities. Revenue from this source is $80,000 per year, which is used to support the operation and maintenance of the cemetery.

The Animal Commission has an adoption program for animals that are picked up and not claimed by their owners. These animals are brought to a veterinarian for testing, vaccinations and a complete examination before they are placed in new responsible homes. The Animal Commission has adoption fees for these animals that reflect the costs of the veterinary care that has been completed. The FY13 revenue estimate is $500.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$0	$0	FREE CASH	$0

APPROPRIATING FREE CASH. Under Massachusetts General Laws, Chapter 80, "free cash" is certified at the beginning of each fiscal year by the State Bureau of Accounts. A community's Free Cash or budgetary fund balance is the surplus amount of funds that are unrestricted and available for appropriation. This figure is usually generated by actual revenues that exceed estimates and actual expenditures that are less than budgeted amounts. The City carefully limits its use of free cash to reduce the property tax levy annually. The surplus prevents short-term borrowing, bolsters the City's bond rating and earns interest that is used to fund programs.

It is estimated that the City will again use $9 million in Free Cash in FY13 plus any local aid adjustments which are not included in the base, as it did in FY12, to lower the property tax levy increase, which is consistent with the City's financial plan.

The Department of Revenue certifies Free Cash each fall. Therefore, Free Cash is not directly shown in the FY13 Budget as a revenue source, until the new certified number is available, but will be reflected in the City Manager's recommendations to the City Council in the fall to set the final property tax levy amount, as part of the tax rate setting process.

	Free Cash as of July 1st of each year
FY12	$102.2 million
FY11	$89.3 million
FY10	$84.6 million
FY09	$91.8 million
FY08	$73.8 million

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$4,805	$5,500	ROYALTIES	$4,500
$7,000,000	$8,300,000	CLAIMS TRUST TRANSFER	$8,500,000
$8,300,000	$5,150,000	DEBT STABILIZATION TRANSFER	$0
$1,198,615	$632,470	SCHOOL STABILIZATION FUND	$609,570
$300,000	$1,600,000	TEACHER RETIREMENT TRANSFER	$600,000
$39,025	$42,645	SECTION 108 LOAN PAYMENT	$41,140
$30,000	$30,000	TRAFFIC MITIGATION FUNDS	$30,000
$25,525	$10,000	TRAFFIC KNOCKDOWN	$10,000
$151,915	$130,000	RECYCLING	$20,000
$84,885	$73,100	BUS SHELTER ADVERTISING	$73,000
$106,645	$81,000	OVERTIME REIMBURSEMENT	$79,000
$46,140	$146,630	MISC. REIMBURSEMENT	$146,400
$157,335	$150,000	SCHOOL HOMELESS BUS REIMB.	$150,000
$17,444,890	$16,351,345		$10,263,610

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

CLAIMS TRUST TRANSFER. In an effort to lessen the impact of Employee Benefit increases on the property tax levy, $8,500,000 in employee contributions from the Health Claims Trust Fund will be used as a revenue to offset health insurance, dental and life insurance costs. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs. The increase of $200,000 in FY13 reflects the increase in employee contributions from non-union and unionized employees.

DEBT STABILIZATION TRANSFER. In FY12, $5,150,000 in Stabilization Funds was used, which is a revenue source to offset increases in debt service costs, based on our five-year financial plan. This planned use of reserves, which began in FY06, was intended to reduce the increase in property taxes as our debt service costs increase. The total fund balance for the Debt Stabilization Fund has been used and the funding source is no longer available.

SCHOOL STABILIZATION TRANSFER. In FY13, $609,570 in School Stabilization Funds is being used to offset the drop-off in School Building Authority reimbursements prior to the completion of the principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs for the War Memorial Recreation Center beginning in FY09. The total fund balance for the School Debt Stabilization Fund is estimated to be $5.5 million as of June 30, 2012.

TEACHER RETIREMENT TRANSFER. The Teacher Retirement Fund Transfer has been decreased to $.6 from $1.6 million. In FY12, the City utilized the available fund balance, to cover a portion of a one-time allocation of $2 million to the Pension Budget, based on the current funding schedule contained in the most recent Pension Actuarial Study. This one-time allocation, based on the study assumptions, will allow the City to fund its unfunded pension liability by 2029. An update to the Pension Actuarial Study is done every two years. The FY13 amount is consistent with previous year allocations and available revenues.

SECTION 108 LOAN REPAYMENT. During FY94, the City entered into a loan guarantee agreement with the Department of Housing and Urban Development (HUD) for $1,000,000, which was loaned to Brookline Street Limited Partnership to cover a portion of the costs of the Brookline Street Housing Development. As principal and interest payments come due, the Partnership repays the City, which then repays HUD. The loan will be repaid over 20 years. The amount shown as revenue in this section will cover payments due in August 2012 and February 2013, due to the City taking advantage of a refinancing opportunity through HUD to lower interest payment costs.

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

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

RECYCLING. The City receives revenue for the recyclable materials collected in our curbside collection and drop-off programs. The amount the City receives is based on the market prices per ton of 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. $20,000 is budgeted for FY13 based on market conditions and processing fees.

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

OVERTIME REIMBURSEMENT. The Police, Fire and Public Works Departments receive reimbursements from various outside agencies for overtime and services provided by City personnel.

MISCELLANEOUS REIMBURSEMENT. The Public Works Department receives reimbursements for utility costs associated with two community service programs located in City buildings, as well as reimbursement for fuel obtained at the DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW budget. The Fire Department receives reimbursement for the limited use of a rental facility by a third party. Also, the Inspectional Services Department receives reimbursement for laboratory animal inspections. The Police Department will receive reimbursements from road race events for which the Cambridge Auxiliary Police provide services. These reimbursements will be used to purchase replacement uniforms and equipment for the Auxiliary Police.

SCHOOL HOMELESS BUS REIMBURSEMENT. Students are entitled to continue to attend their existing school if they become homeless and are living in a homeless shelter in another community. School districts are required to provide transportation for the student. The sending and receiving communities are jointly responsible for the cost. This revenue source reflects reimbursements to our Public School from other districts for the transportation of homeless students.

SUMMARY: GENERAL GOVERNMENT

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$541,050	$530,255	Office of the Mayor	$554,040
$1,981,690	$2,007,585	Executive	$2,068,675
$1,501,435	$1,551,750	City Council	$1,642,165
$922,730	$970,520	City Clerk	$1,067,130
$2,731,260	$13,942,350	Law Department	$2,061,495
$11,338,080	$11,864,690	Finance	$12,350,575
$21,934,940	$25,678,595	Employee Benefits	$31,796,130
$723,820	$692,300	General Services	$726,475
$879,345	$1,049,870	Election Commission	$1,004,285
$752,130	$799,040	Public Celebrations	$799,370
$0	$0	Reserve	$37,500
$43,306,480	$59,086,955		$54,107,840

FINANCING PLAN	FY13 BUDGET
Taxes	$36,537,465
Charges For Services	$836,700
Licenses and Permits	$52,300
Fines & Forfeits	$316,500
Intergovernmental Revenue	$6,764,875
Miscellaneous Revenue	$9,600,000
	$54,107,840

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$446,190	$436,375	ADMINISTRATION	$448,480
$18,810	$18,250	GOVERNMENTAL RELATIONS	$29,500
$71,500	$74,630	CEREMONIAL FUNCTIONS	$70,500
$4,550	$1,000	COMMUNITY LEADERSHIP	$5,560
$541,050	$530,255		$554,040

PURPOSE & OVERVIEW: The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

The Mayor's Office serves as a conduit for members of the public seeking information or seeking assistance regarding city government and municipal services. Offering the public immediate assistance with such inquiries is a priority of the Mayor and her staff.

The Office of the Mayor has a broad range of duties and responsibilities. These include the implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as the city liaison between federal and state agencies, as well as community groups and citizens. The Mayor serves as the City's official receiver for visiting dignitaries and distinguished visitors.

ADMINISTRATION: The Mayor works in coordination with the City Council and the School Committee for such purposes as training, professional development and special events. The Mayor's Office is a hub of governmental activity in Cambridge. The Mayor, Vice-Mayor and City Councillors work together to serve various interests within the City. It is a goal of the Mayor's Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

GOVERNMENTAL RELATIONS: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards, with the goal of ensuring her active engagement in and awareness of current issues and trends facing municipalities. The Mayor is a liaison to the Congressional and State Delegations, National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

CEREMONIAL FUNCTIONS: The Mayor's Office represents the City at ceremonial functions and hosts a variety of ceremonial and public events. The two largest events are for Cambridge seniors, one in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor's Office. Many occasions celebrate the diversity of Cambridge and the rich heritage of the city.

COMMUNITY LEADERSHIP: An important role that the Mayor performs is promoting unity and forging new partnerships throughout the city. Occasionally, the Mayor may appoint special commissions or task forces to examine or effectuate policy discussions around issues of concern to the citizenry. The Community Leadership Fund is used for printing, mailing and other organizational or public information expenses. Additionally, this section includes funding for the Sister Cities Program, which maintains relationships and fosters exchanges between the City of Cambridge and several cities around the world.

FY13 GOALS:

Engage and Collaborate with City Agencies to Support the Implementation of the Innovation Agenda and Transition to the Upper School Model: The Mayor's Office will work to increase collaboration between City agencies and community based organizations to improve the lives of children and families in Cambridge. In particular, through the continued work of the Kids' Council, the Mayor's Office will focus its efforts on the Innovation Agenda and Out-of-School-Time learning, ensuring transition to an upper school model.

Promote Community Engagement and Inform Students and Families of Resources: Working with the School Department and other City Departments, the Mayor's Office will support the work and the community building activities of the Cambridge Public Schools in an effort to engage and inform a broad, representative cross section of the community during the implementation phase of the Innovation Agenda.

Support Efforts to Raise Academic Achievement: In conjunction with the work of the School Committee and the Office of the Superintendent, the Mayor's Office will continue to focus on efforts to raise academic achievement for all students in Cambridge. Specifically, the Mayor's Office will support efforts to: close the achievement gap, increase parental involvement and community engagement, promote and improve early childhood education, and ensure that the needs of our Special Education students are met and that all students are being challenged to fulfill their academic potential.

Revitalize Relationships Between the Cambridge Public Schools, Universities and the Business Community: Working with the Superintendent of Schools, the Mayor's Office will continue to formalize relationships between the Cambridge business and academic communities and the Cambridge Public Schools.

Promote Sustainability, Healthy Living and Local Food Initiatives: The Mayor's Office will provide leadership and promote collaborations to support the City's sustainability goals. The Mayor's Office will encourage and celebrate healthy living policy initiatives such as walking and local food.

Promote the City as a Clean Energy, Bio-Tech and Innovation Leader: The Mayor's Office will work in concert with and support other City and City Council economic development efforts, including focusing on the work being done in Central and Kendall Squares. The Mayor's Office will promote an innovation strategy focusing on the areas of green technology, biotechnology and other entrepreneurial ventures.

Work to Publicize and Highlight the 'Aging in the Cambridge Community Initiative:' The Office of the Mayor will continue working with the Community Development Department, relevant groups and the Mayor's Silver Ribbon Commission to implement strategies for how Cambridge can prepare for the aging of our population and remain a community where it is good to grow up, live and grow old in. The Mayor's Office will continue to work and support the GLBT Commission on the 'Seniors in Housing and Health Care' project.

Support and Encourage Local Business: The Mayor's Office will continue to work with local business leaders to support their growth and encourage the creation of new ventures and local jobs.

Foster and Promote Creativity and the Arts: The Mayor's Office will assist Cambridge's creative community, promote the arts in and around City buildings and parks, and advocate for more public access to art.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$522,040**
Real Estate Taxes	$468,640	
Hotel/Motel Excise Tax	$53,400	
INTERGOVERNMENTAL REVENUE		**$32,000**
State Cherry Sheet Revenue	$32,000	
TOTAL FY13 BUDGETED REVENUE		**$554,040**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$413,410**
OTHER ORDINARY MAINTENANCE	**$111,130**
TRAVEL & TRAINING	**$29,500**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$554,040**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	5	5	5

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,299,995	$1,314,380	LEADERSHIP	$1,350,110
$407,700	$407,700	TOURISM	$417,700
$163,690	$168,570	PUBLIC INFORMATION OFFICER	$171,575
$106,325	$109,735	AFFIRMATIVE ACTION	$119,290
$3,980	$7,200	EMPLOYEES' COMMITTEE ON DIVERSITY	$10,000
$1,981,690	$2,007,585		$2,068,675

PURPOSE & OVERVIEW: The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community issues. Included in this department are the Affirmative Action Office, the Public Information Office and the Employees' Committee on Diversity. The Cambridge Office for Tourism, a non-profit agency, receives City funds budgeted in this department and the Deputy City Manager serves as a board member.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The City Manager's Office, through its leadership, management and oversight of all City departments, has worked diligently to accomplish the City Council's Goals and Objectives in the provision of City services, programs and projects, mindful of the Council's mission to improve the quality of life for everyone in the community. The City Manager's Office's careful management of resources has enabled the City to maintain its strong financial position, while providing a high level of quality services with particular attention to the impact of budget decisions on taxpayers. The following provides a brief overview of the eight City Council goals.

Ever mindful of the Council's goal to evaluate expenditures while maintaining a strong fiscal position, and fully aware of the potential impacts on taxpayers, the City Manager's office has, in collaboration with the City Council, produced budgets over the last six years with an average property tax levy increase of 4.1%. In addition, approximately 75% of residential taxpayers, on average over the last six years, have seen a reduction, no change or an increase of less than $100 in their property tax bill. Working with the Finance Department and all City departments, through the city Manager and with direction from the Finance Department, all city departments have developed budgets that will ensure the delivery of quality services to residents while maintaining a reasonable tax rate. Other examples of the efforts of the City Manager's Office toward this goal include:

- The City retained the rare distinction of being one of approximately 27 municipalities in the United States with three Triple A ratings from the nation's three major credit rating agencies. These ratings are in conjunction with the City's sale of $40.485 million in General Obligation bonds, which took place on February 15, 2012. The City received an interest rate of 1.64%. This low rate reflects the credit market's favorable view of Cambridge as a very secure credit during this time of our nation's economic upheaval and the fiscal distress of US local governments.
- Executed the first refinancing of two existing General Obligation Bonds, originally issued between January, 2004 and February 2006 for 20 year terms at rates ranging from 2.5% to 4.25%, to a lower interest rate. The expected savings over the remaining 10 years of these issues is $1.187 million.
- Produced a 0% increase in the water and sewer rate for FY13. This is the second year in a row that the City has produced a 0% increase in water and sewer rate.
- Responsible for Project Management of significant new public construction projects, including the completion of the phased renovations to the CRLS buildings, which began in June 2009 and were completed on time and on budget for the 2011-2012 school year.
- Completed negotiation of the new ten year cable television license with Comcast, achieving a significant increase in their capital contribution to upgrade local cable channel facilities and equipment.
- Worked in partnership with the Cambridge Housing Authority (CHA) on construction management of the rehabilitation of the Old Police Station on Western Avenue, which will include space for the Community Learning Center and the Multi Service Center. This project involves the CHA relocating their offices, under a long-term lease, in exchange for their significant contribution to the rehabilitation of the facility. Completion is anticipated in 2013.
- Worked with the City Council, housing experts, senior services providers, and City staff on the Mayor's Silver Ribbon Commission regarding Aging in Place in Cambridge, which looked into the range of housing options and supports for elders to enable them to remain in Cambridge.
- Worked with the City Council, City departments, neighborhood organizations and businesses on a Red Ribbon Commission on the Delights and Concerns of Central Square to address revitalization of Central Square as a place to live, do business, dine, shop and be entertained.
- Worked with the City Council, Department of Human Services Programs, Cambridge Public Schools, the Department of Public Health and community service providers to address the issues raised in the Blue Ribbon Commission on Early Education and Care. Provided funding for professional development and programming support for family childcare providers and for access to mental health consultation and support for pre-schools and family childcare providers.
- Worked with the contracted urban planning team, through a coordinated public process, to assess Kendall and Central Squares with regard to designing for the future of these areas, including streetscapes, economic development and retail mix considerations, building scale, transportation modes and connectivity between these adjacent neighborhoods.

Working with the Community Development Department (CDD), Department of Human Service Programs (DHSP), Police Department (CPD), Department of Public Works (DPW), Public Health Department (PHD), Arts Council, Water Department (CWD), and the License, Womens', Peace and Human Rights Commissions, the City Manager's Office has supported the Council's objectives of **fostering community** and **neighborhood vitality** through a range of efforts and public events undertaken by these and other departments to provide opportunities for Cambridge citizens to participate and to know each other within their neighborhoods and across the city. In addition to supporting the many events coordinated by the departments noted, the City Manager's Office has coordinated (or helped to coordinate) the following events:

- Organized the 16th Annual Danehy Park Family Day in September 2011. Many City employees generously volunteered their Saturday to help make this event a success. Family Day provides Cambridge residents an opportunity to enjoy free amusement rides, kites, T-shirts and food, experience the arts, learn about public safety, and enjoy the outdoors at our award-winning recycled open space facility.
- Collaborated with the MIT Museum, Cambridge Public Schools, Cambridge Public Libraries, the Museum of Science and others, with support services provided by a number of City departments, in the development and production of the Sixth Annual Cambridge Science Festival, a celebration and exploration of science and technology and their impacts on our lives, which took place over ten days in April 2012 in locations throughout Cambridge.
- Consistent with City Council policy, worked with City departments in coordinating community events and programs including the Citywide Dance Party and a Taste of Cambridge.
- Organized the Fifth Annual Fresh Pond Day in May, to celebrate this remarkable local environmental resource, highlight the ongoing efforts to improve the Reservation lands, celebrate the many sustainable practices and outreach efforts by the Water Department and other City departments and foster expanded community awareness and enjoyment of the City's largest public open space and its state-of-the-art water treatment facility.
- Provided logistical assistance and support to the Second Annual *Let's Talk About Food Festival*, sponsored by the Museum of Science and the City, showcasing the myriad efforts locally and regionally to address how food influences our community, including sustainability of food access, addressing obesity and food safety. In its inaugural year (2011), over 7,000 visitors attended the event on the edge of the Charles River adjacent to the Museum of Science.

The City Manager's Office works, through its support of a range of DHSP programs and in conjunction with the Cambridge Public Schools (CPS) and the Cambridge School Committee, to strengthen and support **human services, public education and out of school learning** for the benefit of Cambridge residents of all ages. This work included beginning construction on a permanent home for the Community Learning Center, as part of the extensive renovations to the Old Police Station, and conducting a designer selection process for the architects for the Martin Luther King School on Putnam Avenue, the first building to be renovated as part of a series of renovations to elementary schools, as identified by CPS's assessment of current conditions and future needs. DHSP's Baby University program, modeled after the Harlem Children Zone's "Baby College," has completed its

third program cycle, part of a concerted effort to increase the percentage of children entering kindergarten with necessary skills to ready them for learning, and recently implemented a Baby U Alumni Association, to support families of graduates in continuing positive changes.

The Council's goal to value and support racial, socioeconomic, cultural and religious **diversity** in the City is exemplified by the efforts of the Employees' Committee on Diversity (ECOD), which is overseen by a staff member from the City Manager's Office, in conjunction with representatives of a number of City departments, and is funded within the City Manager's budget. This Committee continues to provide a variety of educational activities and social events, including films and lectures, and to recognize and celebrate the diversity of City of Cambridge employees. Through the combined efforts of DHSP and CDD staff, promote Aging in Community and other recommendations of the Silver Ribbon Committee, encompassing a range of City programs providing support to elders and their caregivers, consistent with the Council's goal. The activities of the Office of Affirmative Action (OAA) support this goal. The City Manager's Office has worked for years to recruit new members of City boards and commissions who reflect the City's diversity, and who bring a broad range of perspectives and experience to the work of the boards and commissions, consistent with City Council goals. Additional examples of the City Manager's Office's efforts to achieve this goal include:

- Solicited and received nominations for the 19th Annual Outstanding City Employee Awards and presented awards to City employees representing an array of City departments.
- Supported the Employees' Committee on Diversity (ECOD) through staffing, logistics and planning for a variety of presentations, films, lectures and cultural awareness events. EOCD has developed a welcoming committee and an executive advisory board, consisting of nine department heads, as well as an employee book club, as part of a citywide recruitment effort. ECOD members assist with the Personnel Department's mandatory diversity training for all new employees.
- The Cambridge ECOD continued to provide a variety of educational programs and social events, to recognize and celebrate the diversity of City of Cambridge employees.
- OAA collaborated with the Affirmative Action Advisory Committee, Personnel, Fire and Human Services Departments, and the Commonwealth of Massachusetts, Human Resources Division to promote the Municipal Firefighter Exam. OAA sponsored an informational Open House with guest speakers from the Commonwealth's HR Division and City of Cambridge Fire and Personnel Departments.
- OAA provided assistance to Department Heads and hiring managers, addressing recruitment issues and concerns and formulating action plans to ensure diverse applicant pools for open positions. The Office also monitored recruitment campaigns and hiring processes. with a particular focus on administrator and professional positions.

The City Manager, in coordination with the Police Department, Fire Department, CDD, Traffic, Parking & Transportation and DPW, works to promote **public safety** and address the challenges and opportunities for multiple modes of **transportation** to safely share roads and sidewalks.

- Completed the design for Western Avenue reconstruction, following an extensive public process. The new streetscape will better accommodate all modes of travel, will improve stormwater management, and incorporates more trees, street furniture and new LED lighting. Worked with state officials to improve bicycle and pedestrian conditions on the Charles River bridges. Represented Cambridge's interests in the ongoing regional planning processes for the Green Line extension, the Grand Junction Corridor, McGrath & O'Brien Highway and MBTA service planning.
- Prepared for the launch of bicycle sharing in Cambridge as part of the regional Hubway system, increasing options for connecting people to transit, businesses, retail and recreation throughout Cambridge and beyond; secured over $900,000 in federal and state grants for the program. Installed 350 bike racks, providing parking for more than 700 bikes in major squares and other popular destinations.
- Constructed traffic calming projects at Lowell, Spring, Linnaean and Pemberton Streets and Whittemore Avenue. Worked with the community on traffic calming designs for intersections of Irving, Scott and Kirkland Streets, and for Locke Street and Shea and Meachum Roads.
- With funds from a $299,669 Smart Policing Innovation Grant from the Department of Justice, the Cambridge Police Department, in partnership with sixteen other agencies, initiated a program based on evidence-based, data driven, problem oriented policing, in an effort to identify variations in crime at specific locations and places, in order to develop models to help interpret the effects of police performance to improve prevention and intervention efforts.
- Supported the collaboration between the CPD and DHSP in conducting a door-to-door outreach campaign in four housing developments, reaching over 1,000 households with information about City resources for families, upcoming community programs and events.

The City Manager's commitment to promoting a **healthy community and environment** is reflected in the range of efforts undertaken, in conjunction with the City Council's leadership, to adopt healthy, environmentally sound and energy efficient practices throughout the City in order to advance Cambridge as a leader in public health and environmental sustainability. Working with the DPW, CDD, the Cambridge Water Department (CWD), the Department of Public Health (DPH) and other City staff, the City Council's goals in these areas are addressed through a variety of programs and policies. Among the many examples of the City Manager's Office's role in achieving this goal are:

- Developed plans for infrastructure for electric vehicles and, using state grant funds, created 10 recharging stations at 7 locations across the city.
- Worked with City departments to enhance availability of and access to fresh, healthy food in Cambridge. In addition to providing design assistance for schoolyard and community gardens, assisted with the opening of the city's first winter Farmer's Market at the Cambridge Community Center, which, on its first day, attracted nearly 850 residents to shop from 22 vendors and participate in market-related programming.

- Incorporated Cambridge Energy Alliance staff and activities into CDD's Environmental and Transportation Planning Division. Through grant funded outreach efforts, generated over 500 requests for energy audits and efficiency measures. Implemented an air conditioner turn-in program, which resulted in residents replacing 543 older air conditioners with energy efficient models.
- Cambridge was recognized by the National Arbor Day Foundation for the 19th year in a row as a Tree City USA. Cambridge was also awarded the Tree City USA Growth Award for the fourth consecutive year, also provided by the Arbor Day Foundation, in cooperation with the National Association of State Foresters and the USDA Forest Service. The Growth Award recognizes Cambridge's achievements in the areas of education and public relations, partnerships, planning and management, and tree planting and maintenance, with regard to its urban forestry efforts.
- Worked with the Healthy Parks Advisory Board of interested citizens to advance the goals of healthy play in Cambridge in conjunction with the future design and rehabilitation of parks throughout the City.
- Supported DPW in its efforts to implement energy efficiency projects in municipal and school facilities, prioritizing projects with a high return on investment as part four of the Green Communities Act. This year's projects included 30 buildings for combined projected annual savings of 15,150 MMBTU, $486,854 in avoided costs and 2,290 tons of Co2 emissions.
- Planted over 400 trees in public areas throughout the city. Most new trees include Gator Bags, heavy-duty watering bags that neighbors are encouraged to fill once or twice a week during hot summer months, to improve the survival rate of young trees.
- Installed more public area recycling bins in Central Square, along Cambridge Street, and at 36 parks and recreational areas across the city. Increased recycling by 6% as compared to FY11, while decreasing tons of trash disposed by over 2%. Since the implementation of single stream recycling in October 2010, recycling tonnage has increased by 15%.

Cambridge's long term commitment to the preservation and creation of **Affordable Housing** across the city for low, moderate and middle income residents, including families, is reflected in the involvement of the City Manager's staff in the coordination and staffing of the Community Preservation Act (CPA) Committee, membership in the Affordable Housing Trust, and support of the work of CDD in administering the many housing programs and housing support services available in Cambridge. The City Manager's Office provided oversight for the following efforts:

- Convened public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding for affordable housing, historic preservation and open space preservation under the CPA. With the latest appropriation for FY12 of $9.6 million in CPA funds, the City has been able to appropriate/reserve $111.3 million in CPA funds, of which approximately $40.5 million was derived from state matching funds.
- Worked with the Affordable Housing Trust to: fund the creation and preservation of 795 homeownership and rental units, including preserving the affordability of housing subject to expiring use restrictions in Harvard Square at Chapman/Craigie Arms (50 units) and in Central Square at Norstin Apartments (32

units). Preserved an additional 122 affordable units for seniors in Riverside and completed rehabilitation of 125 affordable units preserved in FY11 in Area IV and Inman Square. Completed rehabilitation of 128 single room occupancy (SRO) units at the YMCA and began major renovation of 108 SRO units at the YWCA. Completed construction of 40 new affordable units in Cambridgeport and a new 19 unit development in the Wellington-Harrington neighborhood, which was awarded LEED Gold certification for energy efficiency and environmental design. Completed revitalization of 45 units at CHA's Jackson Gardens, while comprehensive redevelopment of 70 units at Lincoln Way continued.

In conjunction with the work of the Council, the City Manager's staff, working with CDD, DPW and the License Commission, helps promote **doing business in Cambridge** and works to strengthen mutually beneficial partnerships with local businesses and universities. These efforts include CDD's support of commercial districts through technical assistance to further strengthen the East Cambridge Business Association, Central Square Business Association and Cambridge Local First, while continuing to work with other business groups on event planning and organizational activities. Worked with an event planning committee to raise Cambridge's visibility during this year's BIO2012 conference in Boston. The City Manager's staff meets regularly with local business organizations and associations to learn about their needs, support their efforts to promote a positive business environment in Cambridge and to assist with relationship building between businesses, City government and local universities. The Cambridge Office for Tourism (COT), which is partially funded through the City Manager's Office budget, plays a significant role in drawing attention to the many benefits of visiting, living and working in Cambridge.

- COT launched a completely revamped website, with sophisticated enhancements that will enable users to be more interactive with the site, allowing them to upload photos to an account from which the COT will make selections to post on the site. Users will be able to weigh in with "Cambridge Insider" information (favorite spots, museums, deals, etc.), and professional blogs and reviews of restaurants and local attractions will now be available. A 30-second video link will encourage participation in the new features. The site will also have connectivity with popular social media outlets (Facebook, Twitter, TripAdvisor, etc.), to extend the COT's marketing reach.
- COT expanded Cambridge's presence through leadership in Greater Boston tourism efforts, which offer incomparable networking opportunities. COT's Director was re-elected to serve on the Executive Committee of the Greater Boston Convention and Visitors Bureau (GBCVB) Board of Directors, which enables Cambridge to have a direct impact on policy development, marketing strategies and the direction and efforts of the GBCVB. COT's Director also received the Mass. Lodging Association's Industry Partner Employee of the Year Award and Skal International Boston Club's President's Award, recognizing her tremendous contributions to the hospitality industry.
- COT's Director serves on a wide range of boards and committees in Cambridge and was instrumental in moving a Taste of Cambridge to Central Square (University Park) for 2012.
- The International Congress & Convention Association (ICCA) again named Boston/Cambridge the Top US Destination for International Association Meetings.

In support of all of the City Council's goals, the City Manager's Office, through its Public Information Office (PIO), has promoted these efforts and informed Cambridge citizens, City staff, businesses, institutions and the general public through a range of outreach efforts, including the following:

- Produced two issues of the *CityView* newsletter, which is mailed to over 48,000 Cambridge households in November and May, and distributed it to over 2,000 City employees.
- Produced the 2011-12 edition of *The Cambridge Life* Magazine & City Resource Guide.
- Produced the FY11 City of Cambridge Annual Report.
- Posted information daily on the City's Website, keeping content fresh and updated. A link to the What's New section on the City's Website is sent weekly to *Cambridge E-Line* subscribers.
- Produced the weekly PIO Update e-mail newsletter sent to City employees.
- Provided ongoing support to City departments requesting publicity assistance, Website postings and online Website calendar assistance.
- Provided publicity support to the Celebrate CRLS Planning Committee.
- Continued working with the IT Department to improve the design and navigation of City's Website.
- Participated in the newly formed E-Gov Project Management Committee, to help identify innovation initiatives to support the City's business needs, and began work on the longer term objective to set a strategy for technology innovation in the City, in collaboration with the E-Gov Executive Committee.
- Collaborated with Police, Public Works, IT and Emergency Communications to launch the **Cambridge Alert Network**, a city notification system that offers three services: **Code Red** will be used to alert residents via phone calls, emails and text messages in the event of emergencies within the city, such as snow emergency parking bans, evacuations and large scale water outages or other significant service disruptions; **Citizen Observer** will be used by Police to send neighborhood specific crime alerts and crime prevention tips via emails and text messages; and **Cambridge E-LINE**, a subscription-based service used to send emails and text messages of street cleaning and trash/recycling pickup reminders, departmental information and newsletters and other occasional City information as feasible.
- Launched an official Facebook page for the City. Collaborated with a sub-group of the E-Gov Committee to develop a Social Media Policy and best practices guidelines.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of requests tracked in automated complaint system	589	600	650	650
2. Number of requests resolved	511	550	590	590
3. Number of requests outstanding	78	50	60	60

- *GOAL 2:* *The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged hundreds of millions of dollars in private and other public funding, resulting in the creation or preservation of 2,450 affordable units of rental and homeownership housing for families, single room occupancy and special needs housing.*

- *GOAL 3:* *Provide oversight for all capital construction and renovation projects including all open space projects, elementary school design and renovations, roadway improvements and municipal facilities. The Deputy City Manager chairs the designer selection process for all capital projects.*

- *GOAL 4:* *Oversee the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks are in accordance with City Council goals.*

- *GOAL 5:* *Work with the Finance Department annually to prepare presentations for the major credit rating agencies, with the goal of maintaining the City's AAA credit ratings.*

- *GOAL 6:* *Oversee reconstruction of the Old Police Station into new facilities for the Community Learning Center, Multi-Service Center and Cambridge Housing Authority headquarters.*

- *GOAL 7:* *Oversee the feasibility and planning process, working with the selected architectural team, for the first elementary school renovation, at the M.L. King School.*

- *GOAL 8:* *Work with IT, Budget and various department heads, along with Community Representatives with significant experience in technology, to develop a long term strategic plan regarding technology and innovation in Cambridge. Coordinated an IT World Cafe for Spring 2012, to gather public input in support of this effort.*

TOURISM

PURPOSE & OVERVIEW: The Cambridge Office for Tourism (COT), a non-profit agency that receives City funding, serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. COT seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, COT seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy. The Office produces printed collateral to assist visitors including a Cambridge bookstore guide, a seasonal Calendar of Events, a marketing brochure, a dining guide, a historical walking guide and a comprehensive Visitors Guide. COT also maintains a constantly updated tourism Web site, several social media accounts (Facebook, Twitter and TripAdvisor), a monthly eNewsletter, and produces sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge.

As COT begins its 17th year, the tourism industry in Massachusetts continues to show encouraging signs of real optimism for the first time in several years. The hotel rooms tax indicates an even stronger increase than last year, up 8% over FY11 thru the first two quarters. From a tourism standpoint, Massachusetts has fared better than many other parts of the country over the past three years. Hoteliers are optimistic, but they are also realistic and know that there is a long way to go before the economy and tourism trends stabilize. The record-breaking mild winter has proven to be a boon to local restaurants whose business suffered with the harsh winter last year, and many report seeing a notable return of corporate functions and leisure tourism. With designated funds from the increased local options and meals taxes, COT continues to promote the hotels and restaurants on Trip Advisor, a premier online travel site. COT continually updates the site with hotel and restaurant promotions, and a Cambridge Insider section with recommendations about favorite spots for Cambridge "locals," as well as featured events happening in the City with photos and video postings. This year COT also hopes to assist the restaurants through a sponsorship of the Taste of Cambridge event that showcases the wonderful dining options and award-winning chefs in Cambridge. The summer is shaping up to be a busy one for Cambridge, as Boston begins the celebration of the 200th Anniversary of the War of 1812, bringing tourists from across the nation to the area in June with a series of festivities planned.

The redesign of the tourism Website (www.cambridge-usa.org) will culminate in May 2012, and it will invite much more public participation through its advanced technology. It will allow the public to depict their perceptions of Cambridge through photos and videos that they can post into an account for possible selection and posting on the site. There will also be more reviews posted by both professional bloggers as well as visitors and residents, and COT will continue to enlist "Cambridge Insiders" to write about their favorite places, attractions,

restaurants and events. The addition of the Groups and Celebrations sections will also provide helpful information for planning group tours, weddings, and other celebrations, which is missing from our current site. It is difficult to predict the rapid advances in technology, but the new site certainly is a step in the right direction towards keeping Cambridge at the forefront in the tourism industry. There is also extensive opportunity for COT to offer more advertising on the website, which will generate more income for the office.

The Massachusetts Convention Center Authority (MCCA) will again fund our corporate meetings marketing campaign, and as of now it appears that funding will remain at $50,000 for FY13. These funds enable us to promote the Cambridge hotels, restaurants and attractions to the corporate and association meeting planners. To promote Cambridge to the international meetings market, COT participated with the Greater Boston Convention &Visitors Bureau (GBCVB) in the IMEX America International Trade Show in Las Vegas. This was the newest American Worldwide Exhibition for Incentive Travel, Meetings & Events, and it produced the highest number of leads for Cambridge of any previous shows for this market. The International Congress and Convention Association (ICCA) once again named Boston/Cambridge the Top US Destination for International Association Meetings. COT will participate with the GBCVB in IMEX America again this year and possibly in another sales mission to the UK.

This year, Cambridge Office for Tourism was instrumental in facilitating the Cambridge Licensee Advisory Board's (CLAB) relocation of the Taste of Cambridge (TOC) from Harvard Square to Central Square. This popular event continues to draw large crowds of Cambridge residents as well as visitors from surrounding suburbs, and it showcases our many impressive dining options in the City. The plan is to move the TOC around to various parts of the City approximately every three years, so that it maintains its Citywide feel and doesn't become an event associated with any one location.

The Red Ribbon Commission on the Delights and Concerns of Central Square came to the end of its first phase which culminated in a report of the committees and a proposed "call to action" to implement a plan for next steps. The Executive Director of the Tourism Office served as co-chair of the Communications Subcommittee. The overall report was directed to a Central Square Advisory Committee-comprised of a group of Central Square residents, business owners and other concerned parties-that continues to meet to discuss the future evolution of Central Square and how to facilitate its marketing efforts.

- *GOAL 1:* *Ensure that visitors to Cambridge receive timely, accurate and comprehensive information on the city's accommodations, dining, events and attractions. Increase awareness of Cambridge attractions by hosting familiarization tours for both domestic and international journalists, travel agents and tour operators. Continue to enhance internet presence via website enhancements, social media marketing and internet advertising campaigns as well as traditional print media campaigns.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail and at information booth	55,500	55,000	53,000	53,500
2. Number of brochures distributed at state visitor centers and area hotels	124,250	130,000	122,000	120,000
3. Number of Calendars of Events distributed to visitors and local residents	48,000	48,000	48,000	48,000
4. Number of journalists, travel agents, and tour operators who participated in a tour	220	230	240	245
5. Total number of hits on the Tourism Website	3,560,320	3,700,000	3,650,000	3,700,000
6. Total number of detailed visits to the Cambridge Tourism Website	453,213	515,000	508,000	515,000

- *GOAL 2:* *Assist hotels in their marketing and sales efforts to attract convention and conference business to Cambridge by promoting partnerships with Boston meeting facilities, including the Convention Center.*

- *GOAL 3:* *Continue to identify additional sources of income through grant applications, sponsorships and private sector donations.*

- *GOAL 4:* *Expand COT presence in the international meetings market through trade shows and sales missions. Develop marketing tools to attract varied market segments to include medical/pharmaceutical meetings, group tours and special events.*

AFFIRMATIVE ACTION

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

The Affirmative Action Director assists department heads in setting, achieving and measuring affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The Director also reviews and signs-off on all employment transactions and submits biannual reports to the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Director monitors construction contracts greater than $100,000 to ensure compliance with federal, state and local laws regulating municipal construction, including the Commonwealth's construction reform law that outlines specific thresholds and goals for participation of SOMWBA-certified minority owned and women owned businesses.

The City's Affirmative Action recruitment goals are linked with local labor market statistics and utilize projections derived from both the metropolitan statistical area and Cambridge as recorded by the U. S. Census Bureau. Goals are set for each of the eight Equal Employment Opportunity (EEO-4) categories based on this information.

FY13 GOALS:

Figure 1:
This chart represents parity goals and workforce percentages the City of Cambridge utilizes to build and measure the diversity of its workforce. This information is based on established Equal Employment Opportunity Commission (EEOC) criteria and data collected from the U.S. Census Bureau used to establish our primary recruitment area, otherwise known as the Primary Metropolitan Statistical Area (PMSA). Our PMSA includes cities and towns from which the City of Cambridge can normally expect to recruit a diverse pool of applicants.

	EEO-4 Category	Recruitment Area (PMSA)	FY 12 City incumbent Workforce	Cambridge Residents per U.S. Census
#1	Percentage of People of Color employed by the City	15.00%	32.08%	27.00%
#2	Percentage of Women employed by the City	48.20%	43.14%	49.50%
#3	Percentage of People of Color employed as Officials & Administ	9.60%	14.44%	19.60%
#4	Percentage of People of Color employed as Professionals	13.40%	23.36%	22.50%
#5	Percentage of People of Color employed as Technicians	17.30%	18.60%	27.00%
#6	Percentage of People of Color employed as Protective Service	27.00%	28.66%	27.00%
#7	Percentage of People of Color employed as Para-Professionals	13.70%	43.45%	27.00%
#8	Percentage of People of Color employed as Administrative Suppo	13.70%	26.87%	27.00%
#9	Percentage of People of Color employed as Skilled Craft	11.60%	25.36%	23.30%
#10	Percentage of People of Color employed as Service Maintenance	24.60%	38.71%	27.00%

The information for the PMSA and Cambridge Residents is taken from the U.S. Census Bureau EEO data file. This is currently scheduled to be updated in the Fall of 2012. This information is utilized for both Federal and State reporting purposes and is useful in determining availability of protected class applicants.

- *GOAL 1:* *Work with departments to determine measurable affirmative action goals for hiring people with protected status in each department; Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of departments met with to set goals and measure performance	34	25	38	25
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

- *GOAL 2:* *Provide information and assistance to municipal contractors and bidders on complying with the Cambridge Responsible Employer Plan for municipally funded projects.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Monitor weekly payroll records for City and State funded construction projects	195	100	100	100
2. Attend pre-bid construction conferences	10	3	3	3
3. On-site visits to monitor contract compliance	65	35	10	10

PUBLIC INFORMATION OFFICER

PURPOSE & OVERVIEW: The Public Information Officer (PIO) serves as the City's liaison to the media, helps promote City programs and services, and manages the information posted on the City's Website. In addition, the PIO produces various City publications, including the Annual Report, the biannual community newsletter *CityView*, and the annual magazine and City resource guide, *The Cambridge Life*. The PIO also communicates relevant City information to employees and various external audiences on a regular basis.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Develop news releases, Website informational pieces	398	375	375	375
2. Produce CityView biannual community newsletter	2	2	2	2
3. Produce the Cambridge Life annual City magazine and resource guide	1	1	1	1

- *GOAL 2: Prepare the City's Annual Report in a thorough and timely manner.*

- *GOAL 3: Communicate City news/information to employees.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Publish PIO Update, the weekly email bulletin for employees	100	85	85	85

- *GOAL 4: Manage daily flow of information on the front page of the City's Website and identify improvements to the main information sections for residents, businesses and visitors. Encourage departments to post information on the City's Website, the Web calendar as well as on their department Web page.*

- *GOAL 5: Respond to community inquiries via Web, e-mail and telephone in a timely manner. Identify community relations opportunities or customer service improvements that can be made.*

- *GOAL 6: Maintain City publications and information in the City Hall Information Area.*

- *GOAL 7: Respond to media inquiries in a timely manner.*

- *GOAL 8: Work with ITD on the newly redesigned Common Ground Intranet Website for employees.*

EMPLOYEES' COMMITTEE ON DIVERSITY

PURPOSE AND OVERVIEW: The Cambridge Employees' Committee on Diversity (ECOD), a committee comprised of volunteer City employees, has the goal to enhance the value of individual and group differences and, through a variety of educational activities and social events, to recognize and celebrate the diversity of City of Cambridge employees. During the course of the year, the Committee sponsors 6-8 events promoting diversity in the workforce. This cost center supports activities for these events. Examples of events that the Committee sponsored in FY12 include: How U.S. Journalism influences our understanding of news and events in the Middle East; Saudi Women between the Persona and the Personal Islamic Truth; The Role of Cambridge in the Abolition of Slavery; A walk through the Port, exploring the history of Area IV; the art exhibit,"Visions"; and Communication Around the Workplace: Bridging Gaps between People with Disabilities and Employers. In addition to sponsoring events, the Committee has developed a welcoming committee, an executive advisory board, consisting of nine department heads, and has initiated an employee-wide book club as part of a citywide recruitment effort. The Committee is currently working on developing a website. This Committee is also collaborating with the GLBT Commission on coordinating a movie screening and various awareness events and activities. Events planned for this year include: the annual Pride Brunch, a screening of Gen Silent, and continued outreach efforts at the Harvard Square MayFair and the Cambridge River Festival.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,649,810**
Real Estate Taxes	$683,480	
Hotel/Motel Excise Tax	$966,330	
CHARGES FOR SERVICES		**$40,000**
Parking Fund Parking Usage	$40,000	
FINES & FORFEITS		**$215,000**
Parking Fines	$215,000	
INTERGOVERNMENTAL REVENUE		**$163,865**
State Cherry Sheet Revenue	$163,865	
TOTAL FY13 BUDGETED REVENUE		**$2,068,675**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,512,325**
OTHER ORDINARY MAINTENANCE	**$517,650**
TRAVEL & TRAINING	**$38,700**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$2,068,675**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	9	**9**	**9**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,238,930	$1,278,385	POLICY MAKING/LEGISLATION	$1,338,455
$228,170	$238,345	COUNCIL SERVICES	$243,855
$34,335	$35,020	GOVERNMENTAL RELATIONS	$59,855
$1,501,435	$1,551,750		$1,642,165

PURPOSE & OVERVIEW: The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

POLICY-MAKING/LEGISLATION. Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council's chief legislative officer. The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides.

COUNCIL SERVICES. The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

GOVERNMENTAL RELATIONS. This allotment allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. This allotment also supports the Council's efforts to secure federal, state and other aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from external sources.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Coordinated the City Council 2012 Inaugural.
- Provided staff support the CRLS Grand Opening.
- Provided staff support and training to the newly elected city council and Mayor's staff with respect to policies and procedures.
- Coordinated professional development training sessions for the city council and administrative staff.
- Provided staff support for the MBTA Fare Proposal Hearing.
- Provided staff support for the Mayor's Red Ribbon Commission on Central Square.
- Assisted in the development of a policy for Street and Bench Dedications.

FY13 GOALS:

- *GOAL 1:* *Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.*

- *GOAL 2:* *Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a High Quality array of City services.*

- *GOAL 3:* *Strengthen and support Human Services. Public education and out of school learning in Cambridge for the benefit of residents of all ages.*

- *GOAL 4:* *Value and support the racial, socioeconomic, cultural and religious diversity of our city.*

- *GOAL 5:* *Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.*

- *GOAL 6:* *Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.*

- *GOAL 7:* *Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.*

- *GOAL 8:* *Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,628,055**
Real Estate Taxes	$1,628,055	
INTERGOVERNMENTAL REVENUE		**$14,110**
State Cherry Sheet Revenue	$14,110	
TOTAL FY13 BUDGETED REVENUE		**$1,642,165**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,540,410**
OTHER ORDINARY MAINTENANCE	**$41,900**
TRAVEL & TRAINING	**$59,855**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$1,642,165**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	2	2	2

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$922,730	$970,520	CITY CLERK	$1,067,130
$922,730	$970,520		$1,067,130

PURPOSE & OVERVIEW: PURPOSE & OVERVIEW: As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business records required by statute. Cambridge is home to two birth hospitals, which serve a diverse population. In keeping with the City Council's goal of valuing and supporting our diversity, the Clerk's Office is proud to be able to offer assistance with birth certificates and other vital records in Spanish, Portuguese, French and Haitian Creole, as well as English. The City Clerk's Office also produces the agenda for City Council meetings and provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and goals, and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a wide variety of inquiries from the public. The City Clerk's Office faces the dual challenge of preserving original records from Cambridge's municipal beginnings in 1630 and utilizing 21st Century methods and technology to make more information available more quickly to our citizens. Community Preservation Act funding has allowed the Clerk's Office to begin to upgrade its vaults to arrest the damage to 350-year-old vital paper records and to preserve today's vital records for the future. Use of digitized storage and retrieval technology allows us to scan original vital records and produce a certified copy for a customer in less time and with more accuracy than 100 years ago, when the City Clerk's Office staff copied the records by fountain pen, and in less time and with less wasted paper than five years ago, when the staff made an extra copy of every record and kept the extra copies in notebooks to retrieve and photocopy for certification.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided staff support for 17 City Council committees, which held a total of 87 meetings and hearings.
- Managed the City Council Agenda, which consisted of 2,496 items for calendar year 2011. Published the permanent bound record of the 2009 City Council proceedings and prepared the 2010 permanent record for publication.
- Worked with the DPW Engineering staff and their architectural consultants to facilitate development of plans and specifications for bid documents for upgrade of the City Clerk's central storage vault in the basement of City Hall. This is the City Clerk's largest vault area and contains all of the City Council original records, including the original legislative history for ordinance amendments.
- Participated in the City/Town Clerks Working Group with Registry of Vital Records officials and IT staff on the Vitals Information Processing (VIP) Project to increase the functionality of the web-based statewide vital record processing system that will ultimately enable issuance of any Massachusetts birth

record from any city or town. The birth processing system has been expanded to include processing amendments and corrections to birth records. Many corrections that used to take 4-6 weeks to be finalized can now be issued within 1-2 days. The Cambridge City Clerk's Office also participated in preliminary work on expanding the system to include death records.

- Ongoing sustainability accomplishments in FY12 included reducing paper storage of permanent records while maintaining the requisite paper copies to satisfy state public record statutes and improving the archival quality of the paper storage. For example, 15 file drawers of paper records of ordinances and publication records were consolidated into 15 three-hole binders with PH neutral protective sleeves (2 bookshelves).

FY12 GOALS

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Attested copies of completed and recorded death certificates and birth report filed with Registry of Vital Statistics by the 10th of the month following registration	100%	100%	100%	100%
2. Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within two months	100%	100%	100%	100%

Table 1: 2007-2011 Number of Records Recorded

Number of Records Recorded	2007	2008	2009	2010	2011
Births	4,257	4,198	4,113	4,258	4,322
Deaths	942	957	904	966	983
Marriage Intentions	1,164	1,260	1,276	1,248	1,157
Physicians	20	10	18	12	16
Domestic Partnerships	98	131	139	115	151
Business Certificates	648	744	765	726	697
Corrections and Delayed Records of Births, Deaths, & Marriages	229	316	264	381	345

Figure 1: 2007-2011 Business Certificates

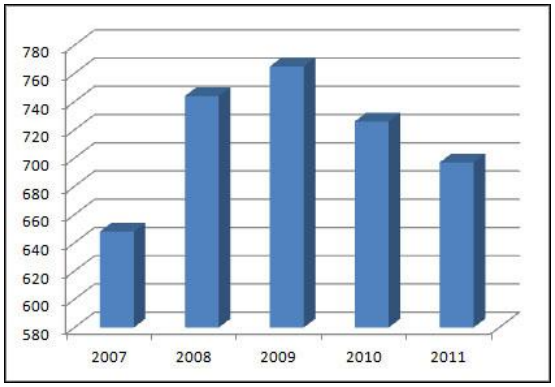
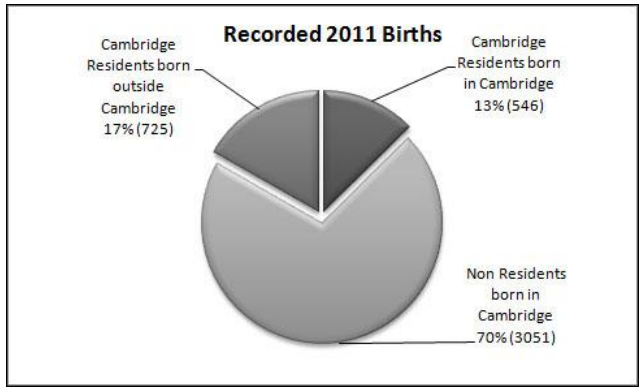


Figure 2: 2011 Births Recorded in Cambridge



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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%
2. Notification of Council actions completed 36 hours after meeting	100%	100%	100%	100%
3. Number of updates to the Municipal Code distributed to subscribers	2	2	2	2
4. Permanent bound record ready for publication within 18 months after completion of 2010 legislative year	n/a	75%	70%	100%
5. Permanent bound records ready for publication within 18 months after the completion of 2011 legislative year	n/a	n/a	0%	50%

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. City Council Agenda published accurately on the City's Website 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	14	10	10	10

- *GOAL 4: Develop alternative storage and binding options for City Council and vital records to improve access and retrieval of these records and to upgrade level of archival storage.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Work with DPW staff to facilitate development of construction documents for the upgrade of large main vault storage of City Council original copies	n/a	50%	75%	100%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$771,830**
Real Estate Taxes	$771,830	
CHARGES FOR SERVICES		**$237,000**
Certified Copies	$196,000	
Domestic Partnership	$1,000	
Misc Fees (Clerk)	$40,000	
LICENSES AND PERMITS		**$39,000**
Marriage License	$39,000	
INTERGOVERNMENTAL REVENUE		**$19,300**
State Cherry Sheet Revenue	$19,300	
TOTAL FY13 BUDGETED REVENUE		**$1,067,130**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,006,600**
OTHER ORDINARY MAINTENANCE	**$56,110**
TRAVEL & TRAINING	**$4,420**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$1,067,130**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	10	**10**	**10**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,802,105	$1,764,740	LEGAL COUNSEL	$1,861,495
$929,155	$12,177,610	DAMAGES	$200,000
$2,731,260	$13,942,350		$2,061,495

PURPOSE & OVERVIEW: Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. The Department now employs eight full-time attorneys, an office manager, two administrative assistants and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, Department attorneys furnish legal opinions on matters referred to them by the City Manager, Mayor, City Council, School Committee and department heads, and provide daily advice to department heads and other staff relating to planning, zoning, construction, development and a wide range of other issues. Attorneys attend meetings of the City Council and its subcommittees. Attorneys draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed areas of specialization in response to increasingly complex legal considerations associated with municipal issues.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued representation of the City in pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions and trials, and have briefed and argued a number of appeals. Attorneys have defended decisions of the City's Boards and Commissions, such as zoning enforcement, and decisions of the Board of Zoning Appeals, the Planning Board and the Historical Commission, and have defended challenges to the validity of various provisions of the City's Ordinances. Other substantial litigation this year included work on significant zoning, real estate, Public Works, public construction, environmental and telecommunications cases and successful minimization of the amount of judgments and settlements in negligence cases and contract actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control. Provided training to departments, boards and commissions and departments that work with them regarding the requirements of the Open Meeting Law, in addition to training on ethics and conflict of interest laws.
- Focused significant resources on analysis, review and advice relating to: assisting the Election Commission with a range of elections issues; assisting with the cable television renewal license process; working with City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of development; contracting, licensing and land use issues related to public construction, sewer and storm drain reconstruction and utility infrastructure projects; drafting numerous legal instruments related to real estate transactions, large project

development and environmental issues; drafting and reviewing new ordinances and proposed amendments to existing City ordinances; housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing; and working with the Assessing and Finance Departments on real estate tax exemption applications and bankruptcy matters.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of claims filed against City*	208	-	165	
2. Number of written opinions and City Council Order responses issued*	23	-	22	
3. Number of lawsuits filed against City*	51	-	32	
4. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	$71.04	$71.04	$71.62	$71.06
5. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses)	$89.17	$89.17	$83.89	$89.74
*FY12 projected figures are actuals as of 3/31/12				

- *GOAL 2:* *Serve as a resource for other departments by providing training on issues such as civil rights, ethics, conflict of interest, public records, the open meeting law, compliance with financial disclosure laws and zoning laws.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Training sessions conducted	5	4	2	3
2. Employees and members of boards and commissions in attendance	158	40	32	30
3. Number of departments, boards and commissions affected	36	6	12	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$1,911,495**
Real Estate Taxes	$1,911,495	
LICENSES AND PERMITS		**$2,500**
Street Obstruction Permits	$2,500	
FINES & FORFEITS		**$97,500**
Parking Fines	$97,500	
INTERGOVERNMENTAL REVENUE		**$50,000**
State Cherry Sheet Revenue	$50,000	
TOTAL FY13 BUDGETED REVENUE		**$2,061,495**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,405,950**
OTHER ORDINARY MAINTENANCE	**$443,300**
TRAVEL & TRAINING	**$212,245**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$2,061,495**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	11	**11**	**11**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$552,375	$561,505	ADMINISTRATION	$570,550
$432,165	$430,585	BUDGET	$438,965
$1,543,095	$1,779,130	PERSONNEL	$1,830,995
$2,073,650	$2,101,360	ASSESSORS	$2,209,170
$686,530	$727,275	PURCHASING	$740,340
$823,230	$866,890	AUDITING	$875,340
$1,001,430	$1,040,620	REVENUE	$1,068,820
$664,480	$630,565	TREASURY	$666,380
$3,561,125	$3,726,760	INFORMATION TECHNOLOGY DEPARTMENT	$3,950,015
$11,338,080	$11,864,690		$12,350,575

PURPOSE & OVERVIEW: The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue and Information Technology functions. The Auditing Department also appears in this section, although the Auditor is appointed by the City Council.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Coordinated the first refinancing of three existing General Obligation Bonds, originally issued between January, 2004 and February 2006 for 20 year terms at rates ranging from 2.5% to 4.25%, to a lower interest rate, due to favorable market opportunities. The expected savings over the remaining 12 years of these issues is $1.187 million.
- Continued to coordinate the development of formal investment, debt service and reserve policies. This, coupled with existing financial management practices, has resulted in part in Standard and Poor continued Financial Management Assessment (FMA) of the City of "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three separate brochures explaining the City budget, property values, real estate taxes, abatements and exemptions to Cambridge businesses and residents.
- Continued to manage the City Scholarship program. During fiscal year 2012, the Finance department continues to collaborate with the CRLS to ensure that the online scholarship application is compatible with the City Scholarship program application requirements. In 2011, there were 179 City of Cambridge scholarship application submissions. The City awarded scholarships to 45 recipients this past spring. The department also hosted an award event and reception to recognize each scholarship recipient individually.
- In collaboration with the Purchasing department, the Banking Services bid was advertized at the end of February 2012. The City received six very competitive bids and awarded the contract to the lowest bidder in the middle of March 2012.
- Continuing to collaborate with the Information Technology and Auditing Departments to create standards

for on-line credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments. Also implemented the on-line credit card and ACH payments for Real Estate and Personnel Property tax payments last fall.

- The Other Post Employment Benefits (OPEB) Steering Committee, continues to oversee the implementation of GASB 45 which was included in the June 30, 2011 Comprehensive Annual Financial Report. Also the Steering Committee provided necessary financial information to the actuarial firm to develop the OPEB Updated actuarial as of January 1, 2011.
- Expanded remote, electronic deposit of checks, to more departments which has resulted in more timely deposits of funds.
- The Investment Oversight Committee also developed an Investment Allocation Plan for Other Post Employment Benefits (OPEB) deposited into the Irrevocable Trust Created in early 2010. The Committee has retained a professional investment advisor for assistance. As of June 30, 2011 the investment portfolio had a market value of approximately $2.1M.
- In collaboration with the Traffic and Parking department, a new vendor was obtained for traffic meter coin processing. Both Finance and T & P coordinated a significant review of controls and procedures in place at the MBTA Charlestown coin processing operation. The coin processing started at the MBTA on March 1, 2012.
- Prepared all documents for $40,485,000 Bond Sale held on February 15, 2012. This issue financed such capital projects as Sewer Reconstruction, Old Police Station Renovation Project, Roadway Improvements in Kendall Square and Improvements to the Harvard Square Tunnel, Building Improvements, Open Space Improvements, Elementary School Renovations and Street and Sidewalk Reconstruction. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 1.64%.
- Assisted in the preparation the City's first Information Technology World Café. The objective of the event is to engage the public in discussion about Information Technology, gain valuable input and use the input to help shape Technology priorities and plans for the future.
- Received, for the 27th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY12 Operating and Capital budgets.
- Assist in the Preparation of financial statements and schedules, which are the basis for the Comprehensive Annual Financial Report (CAFR).
- Responsible for the preparation of documents (RECAP) required by the Department of Revenue as part of the annual tax classification process, including preparation of the City Manager's recommendation to the City Council.
- Responsible for the preparation of documents related to CPA Committee and Public presentations, revenue analysis as well as preparation of the City Manager's recommendation to the City Council.
- Responsible for preparation of water and sewer rate analysis and projections in addition to preparing the City Manager's recommendation to the City Council, which resulted in a 0% increase in the water and

sewer rate for FY13. This is the second year in a row that the City has produced a 0% increase in the water and sewer rate.

- Implemented new collective bargaining agreements with Teamsters Local 25, IWWA, Area Trades, UAW Childcare, AFSCME Traffic Supervisors, and Police Patrol and Superior Officer units, thus providing for wage stability through FY13, consistent with the City's financial condition.
- Established new health insurance contribution levels for newly hired non union employees and employees covered by certain collective bargaining agreements.
- Finalized and carried out the plan to mitigate the extra tax burden on City employees who cover a same sex spouse on health insurance by making payments to affected employees to compensate them for the extra federal tax.
- Partnered with the Affirmative Action Director and Fire Department to recruit a diverse pool of applicants for the 2012 entry level fire fighter exam, with particular efforts to maximize local participation in the civil service examination.
- Introduced a new voluntary life insurance plan for employees which allowed for expanded coverage and reduced cost.
- Continued to expand our recruitment sources to include additional on-line career sites, targeted professional and diversity networks, and virtual job fairs, resulting in significant savings to the City.
- Coordinated recruitment campaigns to fill a variety of positions across several departments including Department of Human Services, Community Development, Cambridge Public Library, Department of Public Works, Information Technology, and the Police Department.
- Developed and coordinated over 120 training events which were attended by more than 700 employees.
- Designed and delivered a four part management curriculum on performance development.
- Deepened city-wide computer application proficiency by offering 64 different computer classes, providing a learning incentive with proficiency testing, customizing individual employee and department-wide learning plans and by individual tutoring. Aligned training classes to support city-wide rollout of Windows 7.
- Enhanced employee proficiency testing process by selecting a writing test and integrating it within the proficiency testing process for a total of nine proficiency assessments with a success rate of over 78%.
- Completed statistical reappraisal to obtain Department of Revenue Certification of real and personal property valuation process without delay to the tax billing thereby ensuring uninterrupted tax income for the City.
- Review assessment neighborhood map to accurately reflect the current real estate market and refined the residential assessment model to 2010 market conditions, thereby reducing the number of overvaluation appeals.
- Continued with the interior building inspection program to improve existing data integrity and capture

new growth from building improvements, which resulted in $450,548,889 in new growth of assessed value from real and personal property generating $7,528,773 in new taxes.

- Worked closely with the IT Department to improve the Assessor's Web page to allow access to comparable sales data, GIS information and maps, in order to ensure taxpayers of the overall validity and fairness of assessed values.
- Conducted numerous public information seminars to better inform taxpayers of services available for real estate tax exemptions for the elderly, disabled veterans, the blind and those suffering financial hardship and to more fully explain the mass appraisal system used to establish assessed values and build public confidence in the accuracy.
- Continued to work closely with the Traffic and Parking Department to allow up to date access to Assessor's Data Base, in order to help validate legal addresses and streamline the resident parking program.
- Successfully defended numerous tax appeals before the Massachusetts Appellate Tax Board.
- Streamlined cost effective and efficient procedures for bids and contracts that were implemented in FY10. Vendors are notified how to download bids from the Purchasing website. Contracts are sent electronically to the successful bidder for processing. Fully executed contracts are emailed to the appropriate Departments. This office is a leader for online bids for which other Massachusetts Purchasing Departments use as an example.
- Processed and monitored over 533 contracts, change orders and amendments.
- This office focused on improving efficiency and quick turnaround for documents and has successfully accomplished this by emailing the contracts directly to the vendors, therefore reducing cost of postage and paper.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products. Staff work closely with the Green Fleet Committee to insure vehicles that are purchased have the least amount of an environmental impact as possible.
- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below $5,000.00 and for quotes between $5,000.00 and $24,999.99.
- Continued an expanded the City's role in School Department bids for goods, services and capital projects leveraging increased volume for better value.
- Collaborated with various regional partners and the GSA (General Services Administration) to execute contracts for road salt, fuel, and radio equipment.
- Established a Community Representative team that includes representation from Local Entrepreneurs, MIT, Google and Microsoft to plan the IT World Café with the Executive E-Gov Committee and all members are residents of Cambridge.
- Held an IT World Café to promote public input to IT Strategic Planning.

- Launched new City, CDD, and Police website.
- Developed, launched and updated the Cambridge iReport web and mobile applications. With ability to report; Pothole, Missed Rubbish & Recycling Pickup, Defective Streetlight, Graffiti and Rodent Sightings.
- Launched Cambridge Alert Network.
- Added online payment for DPW permits.
- Implemented Google Translation option to website.
- Implemented Google Search to the website.
- Added tracking of individual councilors' votes on City Council items.
- Performed review of City Website for compliance to Disability Act Section 508. Determining improvements to comply.
- Implemented VMware which increases storage space without purchasing additional physical servers. Significant cost savings.
- Upgraded all City staff to Windows 7.
- Transition the Libraries from the original Minuteman network requiring two PC's per staff for the City and the Minuteman network to one per staff.
- Completed the design and setup of the new CRLS VoIP network.
- Upgrade Peoplesoft HRMS to version 9.1.
- Developed new interactive GIS Web sites which are embedded in updated departmental Web pages. First pages were for Community Development with themes that include special permits, parks, economic development, green buildings, and renewable energy systems.
- Provided technical support to the Election Commission for the redistricting of the Wards and Precincts from new data obtained by the U.S. Census 2010 data and developing a series of new maps associated with the new voting districts and legislative boundaries.
- Enhanced historic 1947 aerial photography which is in GIS and on the City website. Began scanning and adding 1978 aerial photography in GIS.
- Assisted the Community Development Environmental Planner and their collaborative partners with projects involving renewable energy resources including urban tree canopy, rooftop solar potential, and energy efficiency through thermal imaging.
- Participated in the Evaluation and selection of vendor (EnerGov) for Inspectional Services Department Permitting Software & provided technical support for the implementation.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$10,685,990**
Real Estate Taxes	($9,258,280)	
Motor Vehicle Excise Tax	$6,100,000	
Hotel/Motel Excise Tax	$8,544,270	
Corporation Excise Tax	$1,200,000	
Meals Tax	$3,300,000	
Penalties and Delinquent Interest	$800,000	
CHARGES FOR SERVICES		**$558,950**
Water Usage Charge	$225,000	
Parking Fund Parking Usage	$23,950	
Sewer Service Charge	$225,000	
Municipal Lien Certificates	$85,000	
INTERGOVERNMENTAL REVENUE		**$605,635**
State Cherry Sheet Revenue	$423,065	
Cherry Sheet-Loss of Taxes Abatements	$182,570	
MISCELLANEOUS REVENUE		**$500,000**
Interest Earnings	$500,000	
TOTAL FY13 BUDGETED REVENUE		**$12,350,575**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$9,208,710**
OTHER ORDINARY MAINTENANCE	**$2,843,695**
TRAVEL & TRAINING	**$235,370**
EXTRAORDINARY EXPENDITURES	**$62,800**
TOTAL FY13 BUDGETED EXPENDITURES	**$12,350,575**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	80	**81**	**81**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$288,845	$300,505	LEADERSHIP	$309,550
$263,530	$261,000	INDEPENDENT AUDIT	$261,000
$552,375	$561,505		$570,550

PURPOSE & OVERVIEW The Finance Department's Administration Division provides leadership to the Department's operating divisions and financial policy direction to other City departments. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles and Government Accounting Standards Board (GASB) requirements, and assures potential purchasers of City notes and bonds of the City's fiscal soundness.

FY13 GOALS:

- *GOAL 1:* *To continue to coordinate the development and review of all current formal investment, debt service and reserve policies. To ensure our current Financial Management Assessment (FMA) rating remains at "Strong" and the City's current AAA Bond rating remains sustainable.*

- *GOAL 2:* *Increase customer awareness of the City's schedule for mailing tax bills, property values, property taxes, abatements/exemptions, and the City's budget through the publication and distribution of three brochures, notices on the City's website and 22-CityView. Distribute an annual newsletter about the water and sewer rates and the senior citizen water/sewer discount program.*

- *GOAL 3:* *Manage the City Scholarship program by soliciting donations, promoting the program, processing applications and ensuring timely payments of scholarship awards. Host award ceremony and reception to recognize each scholarship recipient.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Amount of donations received	$121,225	$120,000	$175,000	125,000
2. Number of donations received	1,674	1,550	1,570	1,775
3. Number of applications received	179	200	170	180
4. Number of scholarship recipients	45	40	45	50

- *GOAL 4:* *Provide quality information to the public via the Finance Department's website, including frequently asked questions and finance-related forms.*

- *GOAL 5:* *Respond to inquiries and informational requests sent to treasurer@cambridgema.gov in a timely manner.*

- *GOAL 6:* *Assist Water Department in monitoring and resolving water/sewer bill variances.*

- *GOAL 7:* *Continue to participate on the Health Care Cost Task Force, reviewing City efforts to control cost increases in health plans.*

- *GOAL 8:* *Continue to meet with Investment Oversight Committee to review cash investments on a quarterly basis and monitor cash balances to ensure that cash is invested at the best rate possible.*

- *GOAL 9:* *Participate on the Investment Oversight Committee to review the Other Post Employment Benefits (OPEB) Irrevocable Trust Investment Portfolio on a quarterly basis and contribute to investment decisions made by the Committee with the assistance of the City's investment advisor. Additionally, continue to participate on the OPEB Working Group to develop funding mechanisms to address the OPEB liability.*

- *GOAL 10:* *In conjunction with the Auditing Department, prepare the Comprehensive Annual Financial Report within 180 days after the end of the fiscal year.*

- *GOAL 11:* *To work in collaboration with the City Auditor and Cambridge Retirement Board to ensure appropriate investment decisions are made to ensure that the Retirement obligation is funded on or before the state mandated deadline of 2040.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$432,165	$430,585	BUDGET	$438,965
$432,165	$430,585		$438,965

PURPOSE & OVERVIEW: The primary responsibility of the Budget Office is to prepare the annual Operating and Capital budgets for submission by the City Manager to the City Council, as required by Chapter 44 of the Massachusetts General Laws. In order to produce a fiscally sound budget for an upcoming fiscal year, it is necessary to consistently monitor and analyze the activities of the current fiscal year, as well as those of prior fiscal years, to detect trends in both revenue and expenditure categories which may have an impact on future budgets. The Budget Department is also involved in the preparation of official statements, rating agency presentation documents and other related documents for bond sales, calculation of the property tax, water and sewer rates, CPA analyses, capital and grant reconciliations, arbitrage monitoring, maintaining the computerized benchmark, online capital and budget development system, preparation of appropriation and transfer recommendations and preparation of financial statements which are the basis for the Comprehensive Annual Financial Report (CAFR). The above-mentioned documents have a direct impact on the City's budget and it is essential they are prepared in a timely and efficient manner. Office staff continually work with each department and members of the public providing financial information and advice.

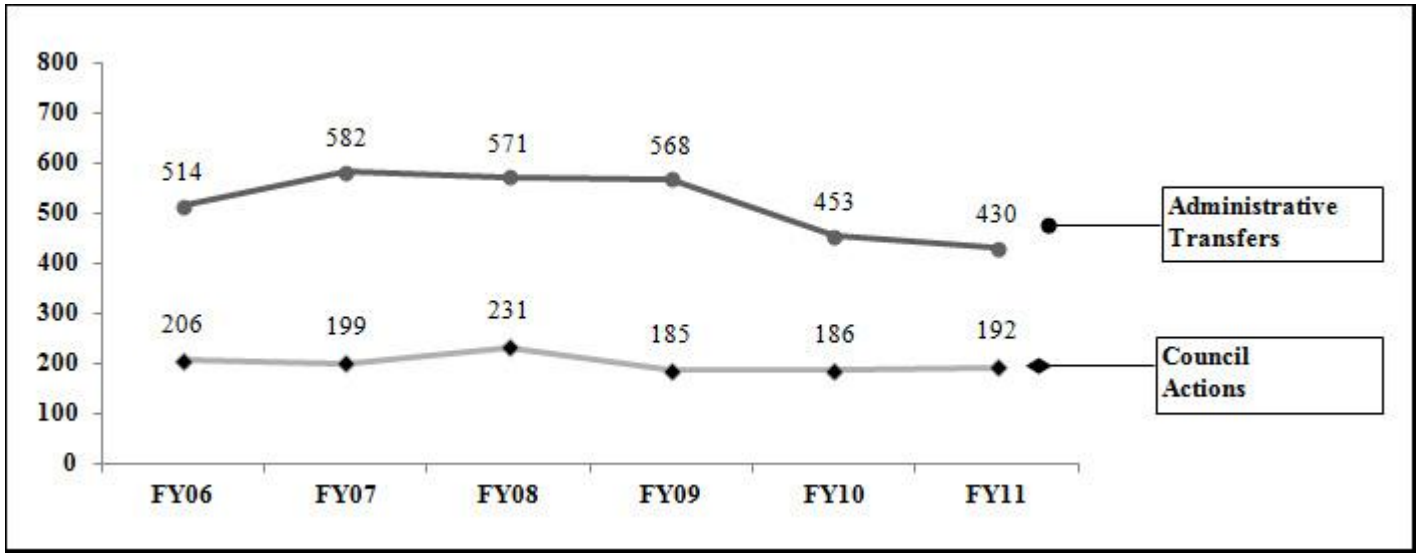
FY13 GOALS:

- *GOAL 1:* *Develop a performance based budget which contains quantifiable performance measures and concise statements of services. This includes reviews with departments to develop new performance measures and goals, as well as tables and charts to reflect work measures. In addition, the Budget Office conducts several meetings/reviews per department while developing the annual budget.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Date budget submitted to Council	04/22/2011	04/23/2012	04/23/2012	04/22/2013

Figure 1: Fiscal Year Administrative Transfers and Council Actions Processed

In order to accommodate the evolving needs of department operations and ensure that the City adheres to the intent of the adopted budget in a given fiscal year, the Budget Office must complete a series of administrative transfers within departments, and prepare documentation to enable council actions when those transfers are between departments, funds or statutory categories. The graph below shows the number of transfers processed.



■ *GOAL 2:* *Maintain the City's long-term financial viability by forecasting the City's funding sources; create successful strategies for capital acquisitions; monitor revenue and expenditures for operating, project grant and capital budgets; identify potential financial problems; research operational issues for resolution or improvement; and share best practices.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Coordinate annual general obligation bond sale to finance capital projects with the City's fiscal advisors and bond counsel and prepare required documents to present to credit rating agencies	$46.2	$57.7M	$40.5M	$69.2M
2. Number of individual communications with departments to review grant and capital project balances	8	8	8	8

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

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of online systems, policies/procedures and other informational documents for departments posted on the City's Intranet site	10	10	10	10
2. Number of days from submitted budget to transmission on the Web	1	1	1	1

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

- *GOAL 6:* *Coordinate with the Auditing, IT, Purchasing and Finance Departments on an efficient and timely upgrade of the PeopleSoft Financial System.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,056,870	$1,335,095	ADMINISTRATION	$1,292,710
$317,440	$252,035	INSURANCE	$326,285
$168,785	$192,000	EMPLOYEE BENEFITS	$212,000
$1,543,095	$1,779,130		$1,830,995

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

FY13 GOALS:

- *GOAL 1:* *Maintain consistent employment processes to ensure open, accessible and responsive applicant intake systems, using a variety of outreach methods focused on local recruiting.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Participate in outreach events and activities, such as career fairs, mailings, community group meetings and Civil Service exam preparation	21	25	25	25
2. Total applicants, all positions	5,386	4,700	5,000	5,000
3. Total job postings	105	100	100	100

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percent of new hires who are Cambridge residents	84%	82%	82%	82%
2. Cambridge residents submitting applications or resumes (excluding Labor Service)	1,224	900	1,000	1,000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding Labor Service)	319	300	350	400
4. Voluntarily self-identified women submitting applications or resumes (excluding Labor Service)	563	300	650	500

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	877	800	800	800
2. No. of courses, consultations, facilitations, training sessions and workshops offered in management development, performance management, change management, general skills development, business skills, technical skills, mentoring, career development, customer service, health, safety and lifestyles	161	125	150	150
3. Employees receiving tuition assistance or funding for professional conference attendance	91	75	80	85
4. Provide and/or participate in providing diversity and sexual harassment training events and activities (number of events/activities)	17	18	18	18

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. City collective bargaining agreements settled for the fiscal year	10	10	10	10
2. City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. City grievances reaching third step	14	20	16	20
4. City grievances resolved by arbitration	0	5	3	5

- *GOAL 5:* *Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees at reasonable cost, with changes at or below the relevant inflation rate; participate on health care cost task force to review City efforts to control cost increases in our health plans; increase participation of Medicare eligible retirees in HMOs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	68%	66%	70%	70%
2. Cost per contract (employees and retirees)	$11,296	$12,710	12,710	$12,912
3. Provide or participate in providing wellness training events and activities (number of events/activities)	12	12	12	12

- *GOAL 6:* *Continue to monitor and analyze Other Post Employment Benefits (OPEB) liabilities by reviewing actuarial assumptions and making changes as necessary to post-retirement benefit designs.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,073,650	$2,101,360	ASSESSORS	$2,209,170
$2,073,650	$2,101,360		$2,209,170

PURPOSE & OVERVIEW: The Assessing Department is responsible for establishing full and fair cash value for all Cambridge real estate and business personal property. These values are the foundation for distribution of the City's property tax levy on an equitable basis, as mandated by state law. To accomplish its mandate, the Department must list 24,088 taxable and 989 exempt real properties and 2,809 personal property accounts by maintaining accurate ownership and property data information. The Assessing Department must be prepared to reasonably adjust or defend values, which are challenged through the appeal process. The Assessing Department also administers the Motor Vehicle Excise Tax for approximately 60,000 vehicles. It is the mission of the Assessing Department to provide quality customer service to taxpayers and ensure fair and equitable administration of property appraisal laws as defined by the General Laws of the Commonwealth of Massachusetts.

FY13 GOALS

- *GOAL 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.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Commercial buildings inspected	310	300	100	300
2. Tax Exempt properties inspected	295	200	400	300
3. 1, 2 & 3 family house inspections	1,700	1,000	1,700	1,800
4. Interior apartment building inspections accomplished	240	100	100	100
5. Condominium unit inspections accomplished	1,500	2,000	1,500	2,000

- *GOAL 2:* *Collect market data for annual revaluation of property. The fiscal year residential property values are based on the prior calendar year sales activity. A sales analysis is conducted each year for houses and condos. The income approach, including income and expense data requests along with sales analysis, is conducted each year for apartment buildings. For commercial properties, income and expense data will be obtained from commercial property owners and analyzed to develop income approach to value.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Deeds processed	2,178	2,200	2,200	2,000
2. Residential sales verification mailers	1,022	1,150	1,150	1,200
3. Commercial sales verification mailers	55	50	60	50
4. Apartment building Income & Expense requests mailed	1,200	1,183	1,183	1,150
5. Commercial Income & Expense requests mailed	1,353	1,353	1,353	1,343

- *GOAL 3:* *Maintain an accurate personal property database by continuing a five-year data recollection cycle for existing personal property accounts and by ensuring that all new businesses which opened in Cambridge during calendar year 2011 are valued and billed for FY13.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Existing accounts inspected	961	1,000	1,000	1,000
2. New accounts listed and inspected	129	250	250	250

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Residential overvaluation applications filed	147	155	114	150
2. Commercial overvaluation applications filed	224	208	124	150

- *GOAL 4:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Statutory & Residential Exemption applications	600	506	621	650
4. Motor vehicle excise applications	2,010	2,500	2,500	2,500
5. Personal property overvaluation applications	44	50	55	60

- *GOAL 5:* *Working with the IT Department to implement a pilot program of direct entry of income and expense information by apartment and commercial owners to lower the number of paper mailings and reduce the data entry costs to the City.*

- *GOAL 6:* *Improve customer access to Assessing Dept. data by enhancing information available via the Web based mapping database, increasing the number of applications and other forms available on the Website, and maintaining the public access terminals located in the Assessing office.*

- *GOAL 7:* *Continue to update neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property, with enhancements to this model in the Assessing Department's CAMA (Computer Assisted Mass Appraisal) system.*
- *GOAL 8:* *Improve public understanding of the property tax and encourage taxpayers' participation in the assistance programs made available at libraries, senior centers and neighborhood meetings.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Taxpayer assistance/general property valuation information workshops annually	10	10	10	10
2. Taxpayers attending workshops	90	100	90	90

- *GOAL 9: Continue to make enhancements to existing commercial and industrial valuation models to ensure fairness among all classes of real property.*

- *GOAL 10: Update mailing address changes for new ownership within 3 months of date of sale.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$686,530	$727,275	PURCHASING	$740,340
$686,530	$727,275		$740,340

PURPOSE & OVERVIEW: The Purchasing Office implements and administers the purchasing policies and practices of the City. It ensures that all purchases of goods and services, including public construction, are made in accordance with State laws and City ordinances and are open, fair, competitive and obtained at the lowest possible cost without sacrificing best quality. The Purchasing Office encourages the participation of and outreach to minority businesses in the bidding process through the City's Minority Business Enterprise (MBE) program, and encourages all City departments to purchase locally under the sound business practices threshold. The Purchasing Office also encourages the purchase of environmentally preferable products, disposes of surplus property and oversees the Print Shop and Mail Room.

FY13 GOALS:

- *GOAL 1: Procure materials, supplies, equipment and services in accordance with State laws and City ordinances at the lowest possible cost. Encourage participation in bids and quotes by Minority Business Enterprise (MBE) bidders and local Cambridge small businesses.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Formal bids	149	135	135	141
2. Informal bids/quotes	143	105	105	145
3. Construction bids	39	42	42	40
4. Requests-for-Proposals (RFP's)	7	8	13	16
5. Purchase orders issued	12,882	14,240	13,680	12,650

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Environmentally preferred purchases made from available categories	92%	93%	93%	93%
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%

- *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Light bulbs, fluorescent tubes and ballasts purchased that are energy efficient	97%	97%	97%	97%
4. Outreach efforts (notices) to encourage City departments regarding green purchasing	4	4	5	5
5. Outside print jobs using recycled paper	97%	97%	97%	98%

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

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Quotes received within 3 weeks	99%	99%	99%	99%

- *GOAL 5:* *Notify departments of contract expiration 3 months prior to the expiration date, to ensure timely transition between contracts.*

- *GOAL 6:* *Notify vendors via postcard that bid documents are available to download on the Purchasing website.*

- *GOAL 7:* *Collaborate with other Finance department divisions to close inactive purchase orders by year-end, to facilitate a smooth end-of-year close-out and minimize the number of purchase orders carried over into the new year.*

- *GOAL 8:* *Coordinate with Auditing, IT and Treasury divisions on an efficient and timely upgrade of the PeopleSoft Financial System.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$428,365	$438,390	ADMIN AND ACCTS PAYABLE	$436,355
$394,865	$428,500	FIN REPORTING AND CONTROLS	$438,985
$823,230	$866,890		$875,340

PURPOSE & OVERVIEW: The Office of the City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently and effectively. The Office serves as a safeguard against potential fraud or misuse of City resources. The Office provides financial and other information to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Successfully implemented the requirements of Government Accounting Standards Board (GASB) 54 for Fund Balance Reporting and Disclosure of Government Fund. The purpose of this change is to improve the usefulness and understandability of government fund balance information. The classification is applied based upon the level of constraint placed upon the use of resources.
- Participated in the Other Post Employment Benefits (OPEB) working committee, to establish the investment strategies of OPEB contributions and to monitor the investment results. Assisted in the publication of a November, 2011 Unfunded Actuarial Accrued Liability (UAAL) report.
- Completed actuarial services to evaluate the liabilities of the City's workers compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2011 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2011.
- Completed all Massachusetts Department of Revenue required reports.
- Continued preparation of the FY11 Comprehensive Annual Financial Report (CAFR), and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Continued to satisfy requirements of GASB Statement 40, disclosing deposit and investment risk.
- Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Prepared the Citys annual financial statements entirely in-house, including the requirements of GASB Statement 34, which is available on the City‘s Website for easy public access to the financial status.
- Continued to assist with internal and external requests for Accounts Payable information City's and vendor inquiries.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of accounting adjustments	1,260	1,100	1,200	1,200
2. Percent posted within one day	90%	90%	90%	90%
3. Purchase orders processed* *Includes School and City purchase orders	18,572	20,000	20,000	20,000

- *GOAL 2:* *Prevent loss of funds by reviewing contracts for goods and services, purchase orders and bills for payment.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of invoices processed	57,344	59,000	58,000	58,000
2. Percent posted within one day	90%	90%	90%	90%

- *GOAL 3:* *Report the City's financial operations to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government and the citizens of Cambridge. Prepare the year-end financial reports in accordance with generally accepted accounting principles (GAAP) within six months (180 days) after the end of the fiscal year.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Days to prepare Comprehensive Annual Financial Report	173	180	165	170
2. Days to prepare Schedule A	111	120	111	120

- *GOAL 4:* *Continue the use of scanning technology to scan documents into a shared drive for access by users of the financial system in order to streamline payments to routine vendors.*

- *GOAL 5:* *Continue to participate on Working Committee to implement OPEB actuarial study recommendations, in compliance with GASB rules and regulations.*

- *GOAL 6:* *Continue to conduct cash control procedure interviews with City departments to ensure cash controls are in place.*

- *GOAL 7:* *Continue to update Auditing policies and procedures.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,001,430	$1,040,620	REVENUE	$1,068,820
$1,001,430	$1,040,620		$1,068,820

PURPOSE & OVERVIEW: The Finance Department's Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately $416 million in receipts and issues approximately 185,000 bills and notices. In order to protect the City's legal interests, this division also works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percent of current year real estate levy collected	99%	98%	99%	98%
2. Percent of current year personal property levy collected	99%	99%	99%	99%
3. Percent of current year motor vehicle excise tax collected	89%	90%	90%	90%
4. Percent of current year water/sewer bills collected	89%	90%	90%	90%

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

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of demands issued	2,905	2,100	2,700	2,600

- *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
2. Number of accounts transferred to tax title	132	150	225	200

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

Figure 1: Real Estate Bills by Payment Type

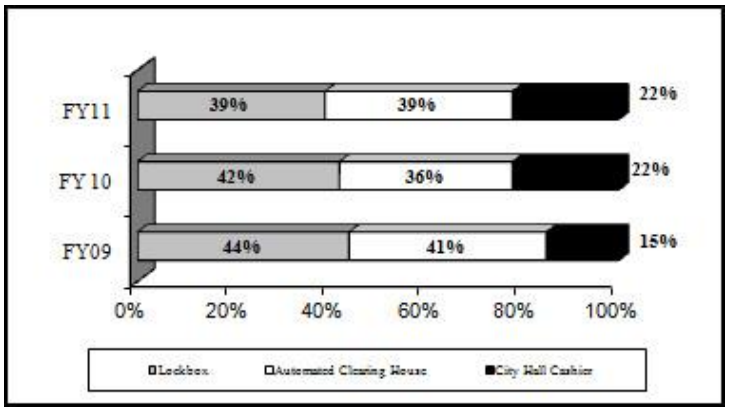


Figure 2: Motor Vehicle Excise Bills by Payment Type

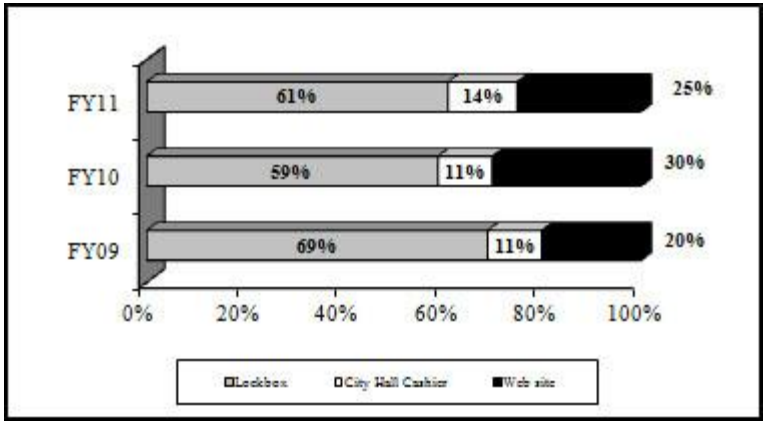
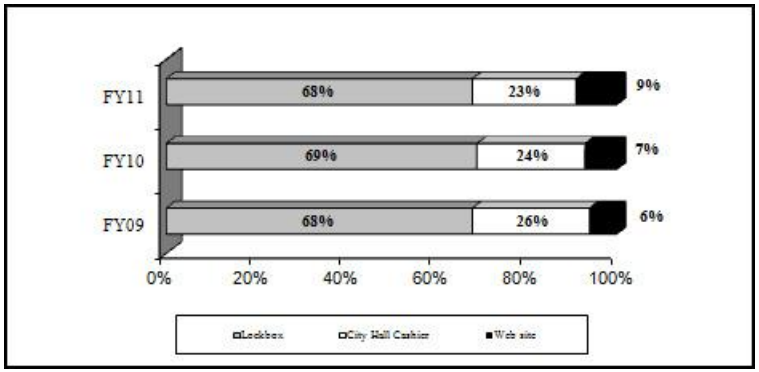


Figure 3: Water and Sewer Bills by Payment Type



LEGEND: Methods of Payment

Lockbox-Customers mail payments to a 3rd party payment processor.

City Hall Cashier-Customers submit payments in person to the cashier's window in City Hall.

Automated Clearinghouse-Customers make arrangements for escrow.

Website-On-line Payments

- *GOAL 5:* *Increase customer service to taxpayers who have a lien on their property, through additional communications beyond tax title procedure statutory requirements. Provide suggestions and creative solutions (i.e. set up payment plans, provide program information from other sources within the City, send out reminder letters on quarterly basis) to assist the taxpayer.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of additional letters sent to taxpayers who have a lien on their property and are in Tax Title	401	400	531	550
2. Letters mailed to taxpayers who have paid their tax title balance in full, and the lien on their property has been "released" by the Registry of Deeds	110	115	150	150

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Municipal lien certificates issued	2,639	2,500	2,700	2,750

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

- *GOAL 8:* *Coordinate with the Auditing, Information Technology and Purchasing Departments on the efficient and timely upgrade of the PeopleSoft Financial system.*

- *GOAL 9:* *Coordinate with the Assessing Department and Auditing Department on the efficient and timely upgrade of the MUNIS Revenue Collection system to 9.2.*

- *GOAL 10:* *Coordinate with the IT Department on the smooth implementation of the MUNIS Cashiering system, which will enable the City accept to credit and debit card payments at the Cashier's window utilizing our current gateway processor.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$362,530	$311,455	CASH MANAGEMENT	$339,310
$301,950	$319,110	PAYROLL MANAGEMENT	$327,070
$664,480	$630,565		$666,380

PURPOSE & OVERVIEW: The Finance Department's Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of City trust funds, reconciliation of all cash, timely payment of all debt service obligations and prompt payment of all approved obligations to vendors and contractors. Payroll is responsible for processing the payroll for approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholding; health and life insurance; deferred compensation and retirement; purchasing MBTA passes; and administering garnishments and attachments of employees' wages. At year-end, Payroll prepares and distributes 5,964 W2s.

FY13 GOALS:

- *GOAL 1:* *Maintain monthly cash flow analysis in order to invest available funds in a safe manner that maximizes yield, provides liquidity to meet funding needs, and adheres to applicable State law and the City's investment policy.*

- *GOAL 2:* *Make debt service payments promptly.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of individual loan payments	30	30	30	30

- *GOAL 3:* *Safeguard City funds by ensuring that all bank accounts are reconciled on a monthly basis; that all cash and investment accounts are reconciled on a quarterly basis in accordance with Massachusetts Department of Revenue requirements; and that all incoming receipts, including state and federal funds received via bank wire, are recorded in the financial system in a timely and accurate manner.*

- *GOAL 4:* *Increase the number of vendors paid through EFT, rather than with a physical check, and monitor its effectiveness.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total payments issued	29,675	30,000	27,500	28,000
2. % paper checks issued	77%	75%	74%	73%
3. % EFT payments issued	23%	25%	26%	27%

- *GOAL 5:* *Streamline cash receipts processing by implementing remote electronic deposit of checks and increasing credit card payments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of remote electronic deposits being used	10	12	11	12
2. Total number of locations accepting credit card payments	4	6	5	6
3. Number of locations accepting online credit card payments	3	5	4	5

- *GOAL 6:* *Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and Medicare withholding taxes, and issuance of W-2 and 1099-MISC forms no later than January 31.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of payroll checks issued	168,201	165,000	170,000	171,000
2. Number of W2s issued	5,865	5,890	5,964	6,000
3. Number of 1099s issued	641	600	569	525

- *GOAL 7:* *Perform timely testing of tax updates applied to PeopleSoft HRMS system.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of updates tested	6	6	6	6

- *GOAL 8:* *Increase investments in local banks by offering Certificate of Deposit bids at least twice a year through our online bid process. Also ensure that the online bank contacts are updated yearly. Offer lower dollar denominations to ensure that smaller banks can participate in the bid process.*

- *GOAL 9:* *Review outstanding check reconciliation reports for City disbursement accounts on a monthly basis to ensure that older outstanding (over 6 months) accounts are investigated promptly and appropriate actions are taken.*

- *GOAL 10:* *Coordinate with the Personnel Department and School Department on the efficient and timely upgrade of the PeopleSoft Payroll System to 9.1.*

- *GOAL 11:* *Continue to coordinate the approval and implementation process for departments requesting online and point of sale revenue collections via credit and debit cards.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,561,125	$3,726,760	INFORMATION TECHNOLOGY DEPARTMENT	$3,950,015
$3,561,125	$3,726,760		$3,950,015

PURPOSE & OVERVIEW: The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), the City website and Geographical Information System (GIS). The Department also manages the fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Website, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS system. Most recently, IT has made major updates to the City website. This fiscal year, the City homepage, Police and CDD departments launched new websites that included Google Search and Translation capability. The City also launched its first mobile application for both the iOS and Android platforms. To help the IT Department plan more formally for innovation, the City established an E-Gov Executive Committee that includes representation from community members with significant expertise in the field.

FY13 GOALS:

- *GOAL 1: Organize IT World Cafe meeting to encourage public input to the IT planning process.*

June 2011	E-Gov Executive team formed June 2011 to develop a more formal procedure for prioritizing Information Technology projects and assisting in development of an IT Strategic Plan.
Fall 2011	E-Gov Executive team reviewed progress on its initiatives.
November 2011	E-Gov Executive team met in November and identified members for the internal E-Gov Project Management team to assist IT with the prioritization of innovative projects and to begin collecting data to help with developing a more formal IT strategic plan.
January 2012	E-Gov Executive team identified members of the Community who would be invited to participate in this planning process and help develop an agenda for the IT World Café to be held in May 2012. The Executive team and five Community Representatives (all Cambridge residents) met and outlined the goals and agenda for the IT World Café. The E-Gov Project Management team began meeting in January 2012 and meets bi-monthly. They developed pre-poll questions for the IT World Cafe to be publicized on the website so members of the public can give input to the meeting and the Agenda topics to be discussed.
April 2, 2012	The IT World Café pre-poll questions will be implemented on the City's website. Several methods will be employed to notify the public and encourage participation in the poll.
April 2012	The E-Gov Executive team and Community Representatives will meet in April to finalize the agenda for the IT World Café.
May 10, 2012	IT World Café 6:00-8:30pm at CRLS

- *GOAL 2: Develop a formal IT strategic plan.*

- *GOAL 3: Maintain a high level of computer availability, application development and user support.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of user support requests completed	3,200	3,200	3,200	3,200
2. Complete departmental requests for application changes within agreed time	99%	99%	99%	99%
3. Additional number of department legacy databases converted to improve access to data for staff and City residents and to include potential for self-service via the Web	1	1	1	1

- *GOAL 4: Develop a Citywide GIS service center to provide production services to all departments. Services will include stock and custom map production, spatial data analysis and data visualization.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of GIS User Group meetings	5	5	5	5
2. Number of GIS Training classes and workshops	15	15	15	15
3. Meet end user requests and expectations	98%	98%	98%	98%
4. New enhancements to the external GIS City Viewer on the web	4	4	4	4
5. Create user friendly embedded maps for City Departments' web pages	n/a	n/a	0	4

- *GOAL 5:* *Maintain fiber optic network infrastructure in order to provide all municipal buildings, schools and libraries with the ability to effectively communicate with City agencies, as well as access the world via the Internet, while offering future growth potential for voice, data and video transmission. On average, the "uptime" for the City's network is 99.5%.*

- *GOAL 6:* *Increase access to and usage of City of Cambridge website, providing a useful tool to departments for disseminating information to the public.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Transition existing City web content to the new Content Management System (CMS)	65%	75%	75%	80%
2. Key additional departments transitioned to the new Sitecore website and CMS	2	2	2	3

- *GOAL 7:* *Implement and standardize computer equipment and training to City employees, which allows them to deliver efficient services to the staff and residents of the City of Cambridge.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of desktop upgrades	300	350	350	350
2. Number of new PC's installed	200	200	200	200
3. Number of ITD classes conducted on Content Management, Microsoft applications and PeopleSoft	75	75	75	75

- *GOAL 8:* *Provide citizens with greater access to government services through the Web. This includes upgrade to E-line to add more proactive notifications about City Services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Implement Permit and License pay online for departments	80%	90%	95%	100%

- *GOAL 9:* *Design and implement VoIP service for newly constructed municipal construction buildings and evaluate appropriate departments for continued VoIP roll out.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$18,729,220	$22,199,770	PENSIONS	$23,723,240
$2,760,725	$2,998,845	INSURANCE	$3,356,775
$444,995	$479,980	COLLECTIVE BARGAINING	$3,716,115
$0	$0	OTHER POST EMPLOYMENT BENEFITS	$1,000,000
$21,934,940	$25,678,595		$31,796,130

PURPOSE & OVERVIEW: The primary purpose of this allotment is to provide funding for all employee benefit programs which are not included in departmental budgets, for costs related to the non-contributory retirement system and health insurance costs for retirees. In addition, all funds budgeted in the individual departments are transferred to cost centers within this department at the beginning of the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers. The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to certain salary items that are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The total FY13 Employee Benefits Budget has increased from its FY12 budgeted level of $30,922,965 to $31,796,130 in FY13. The Health Insurance component of this budget will increase by $581,485 to fully fund the anticipated 5.0% increase in health costs in FY13: $1,000,000 contribution will be made to the Other Post Employment Benefits (OPEB) Trust Fund as part of a planned strategy to address the unfunded liability. The FY13 Budget reflects a 5.85% increase to pension costs based on the current pension funding schedule and assumes the cost of an increased cost-of-living allowance base for retirees. This Budget also includes funding to cover the cost of estimated cost-of-living-allowances for FY13 for bargaining units whose contracts will expire on June 30, 2012 but have not yet settled for FY13.

HEALTH COSTS INCREASE

Health costs for active and retired employees have increased steadily over the last several years, consistent with trends in the Commonwealth and nationally. The City has attempted to moderate these increases by modifications to plan design and increased cost sharing with employees and retirees. Nonetheless, actual costs are projected to increase by 27% from FY09 through FY12. The total health insurance budget for FY13 is 4.9% higher than the FY12 budget.

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY12 Projected	FY13 Budget	Variance FY09-13
Blue Cross / Medex	33,714,725	37,092,040	40,725,050	46,957,242	43,404,512	48,278,843	14,564,118
Harvard Pilgrim	7,082,249	8,769,007	9,667,700	8,042,742	10,066,667	10,308,690	3,226,441
Tufts	5,167,762	4,774,673	5,025,218	6,867,265	5,195,322	6,323,080	1,155,318
TOTAL	45,964,736	50,635,720	55,417,968	61,867,249	58,666,501	64,910,613	18,945,877

PENSION COSTS INCREASE FOR FY13

The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY12 Projected and FY13 Budget. FY12 City contributions included an additional $2,000,000 which will enable the city to fully fund its unfunded liability in accordance with the funding schedule included in the actuarial study as of January 1, 2010. The previous actuarial study, based on January 1, 2008 figures, included a schedule which fully funded the unfunded liability by 2013. However, due to adverse market conditions in 2008 and 2009, the unfunded liability increased from $67.0 million as of January 1, 2008 to $153.9 million as of January 1, 2010 and it will not be fully funded until 2029.

	FY12 Projected	FY13 Budget	Variance
City	21,535,691	20,665,290	(870,401)
Cambridge Health Alliance	5,293,826	5,603,515	309,689
Schools	3,334,391	3,517,782	183,391
Water	565,395	582,620	17,225
Cambridge Housing Authority	1,432,832	1,571,598	138,766
Cambridge Redevelopment Authority	50,852	22,091	(28,761)
TOTAL	32,212,987	31,962,896	(250,091)

HEALTH AND PENSION COSTS ALLOCATED TO DEPARTMENTS

In order to present the most accurate picture possible of the true costs of the individual departments, health and pension costs (as well as those of certain other employee benefits) are allocated directly to departmental budgets. The following chart shows total health and pension costs for all City departments.

	City Departments	Schools	Water	Employee Benefits	Total
Health Insurance					
Blue Cross / Medex	21,374,585	14,678,752	894,251	11,331,256	48,278,843
Harvard Pilgrim	4,563,986	3,134,265	190,944	2,419,495	10,308,690
Tufts	2,799,429	1,922,476	117,120	1,484,055	6,323,080
TOTAL	28,738,000	19,735,493	1,202,315	15,234,805	64,910,613
Pensions					
Contributory	18,880,370	3,517,782	582,620	7,388,435	30,369,208
Non-Contributory	-	-	-	1,350,000	1,350,000
TOTAL	18,880,370	3,517,782	582,620	8,738,435	31,719,208

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$17,042,615**
Real Estate Taxes	$11,797,615	
Payments In Lieu Of Taxes	$5,245,000	
INTERGOVERNMENTAL REVENUE		**$5,653,515**
Reimb/ Non-Contrib Pensions	$50,000	
Misc Receipts/TCHCN	$5,603,515	
MISCELLANEOUS REVENUE		**$9,100,000**
Claims Trust Fund Transfer	$8,500,000	
Teacher Retirement Transfer	$600,000	
TOTAL FY13 BUDGETED REVENUE		**$31,796,130**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$30,923,930**
OTHER ORDINARY MAINTENANCE	**$842,200**
TRAVEL & TRAINING	**$30,000**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$31,796,130**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$6,711,755	$8,897,200	RETIREMENT FUND	$7,388,435
$587,885	$1,350,000	NON-CONTRIBUTORY PENSIONS	$1,350,000
$11,429,580	$11,952,570	RETIREES' HEALTH INSURANCE	$14,984,805
$18,729,220	$22,199,770		$23,723,240

PURPOSE & OVERVIEW: The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions and Retirees' Health Insurance. As previously mentioned, funding for the Retirement Board is provided through the investment earnings of the system, with no appropriation required by the City Council. Non-contributory pensions are a separate category of retirement allowances that are totally financed with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees.

RETIREMENT BOARD

PURPOSE & OVERVIEW: The Cambridge Retirement System was established in 1939 and is governed by Massachusetts General Laws, Chapter 32, for the purpose of administering a retirement system for the employees of the City of Cambridge, Cambridge Health Alliance, Cambridge Housing Authority and Cambridge Redevelopment Authority. The Public Employee Retirement Administration Commission (PERAC) is the regulatory authority and oversees all retirement systems in the Commonwealth. The system is administered by five board members, two of whom are elected by the membership, one appointed by the City Manager, the City Auditor who serves as an ex-officio member, and one who is appointed by the other four members.

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

The responsibilities of the Board and staff include management of members' annuity savings accounts, and retired members' pension payments, which include Superannuation, Ordinary and Accidental Disabilities, Survivor and Beneficiary payments. On a monthly and annual basis, the system must report to the PERAC on matters including daily investment transactions, monthly accounting reports, retirement calculations and all accounts pertaining to active, inactive, retired and terminated employees/members. The PERAC performs an audit of the system every three years, while the City's independent auditor includes the retirement system in its annual audit. In addition, an independent actuarial firm performs an actuarial valuation of the system on a biennial basis.

Prior to FY98, the budget for the Retirement Board was funded through the various components of the system. However, the budget for the board is now funded through the excess investment earnings of the Contributory

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

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 288 private and group retirement sessions, meetings and seminars.
- Processed 134 retirement applications, added 139 new members to the system, refunded contributions to 211 members, and counseled 19 disabled employees and surviving beneficiaries of deceased members.

RETIREMENT FUND

In accordance with the provisions of Massachusetts General Laws, Chapter 32, Section 22 (7) (c), the Executive Director of the PERAC has determined that the amount the City of Cambridge is required to appropriate for contributory pensions in FY13 is $30,369,208. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute $1,571,598 and $22,091, respectively, to cover the required appropriation of $31,962,896.

	FY12 Projected	FY13 Budget	Variance
City	21,535,691	20,665,290	(870,401)
Cambridge Health Alliance	5,293,826	5,603,515	309,689
Schools	3,334,391	3,517,782	183,391
Water	565,395	582,620	17,225
Cambridge Housing Authority	1,432,832	1,571,598	138,766
Cambridge Redevelopment Authority	50,852	22,091	(28,761)
TOTAL	32,212,987	31,962,896	(250,091)

The assets of the Cambridge Retirement System, as of December 31, 2011, were reported at $758,954,047.

NON-CONTRIBUTORY PENSION: This allocation covers the cost of former employees and spouses of former employees receiving non-contributory pensions.

RETIREES HEALTH INSURANCE: This allotment provides funds for health benefits for all retirees, including those from the School Department, for Blue Cross/Blue Shield or other HMO costs for pensioners under 65, and supplemental insurance programs primarily covering medical expenses not covered by Medicare for retirees over 65.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$265,425	$250,000	BLUE CROSS/SHIELD	$250,000
$210,000	$0	HARVARD PILGRIM	$0
$1,703,745	$1,927,625	MEDICARE	$2,182,455
$-11,095	$0	MEDICARE PAYROLL TAX	$100,000
$361,860	$391,820	LIFE INSURANCE	$391,820
$19,285	$20,000	ACCIDENT INSURANCE	$20,000
$87,095	$275,000	UNEMPLOYMENT COMP.	$275,000
$124,410	$134,400	DISABILITY INSURANCE	$137,500
$0	$0	TUFTS	$0
$2,760,725	$2,998,845		$3,356,775

PURPOSE & OVERVIEW: The primary purpose of this Division is to provide centralized cost centers for the disbursement of funds to the various health care providers. Funds budgeted in the individual departments are transferred at the beginning of each fiscal year to the Blue Cross/Blue Shield, Harvard Pilgrim Health Plan and Tufts cost centers; this enables the City to accumulate costs in one cost center. The other cost centers provide funds for other types of insurance benefits, including Medicare reimbursement, accident and life insurance and unemployment compensation.

HEALTH INSURANCE: The City offers a variety of health maintenance organization (HMO) options including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan and Tufts Associated Health Plan. Over 2,600 employees are covered by these plans. The City currently funds 75-88% of the costs, with the remaining 12-25% paid by the employees.

MEDICARE: Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B. The Medicare cost has increased by 13.22% for FY13 and this increase is reflected in the figure shown above.

MEDICARE PAYROLL TAX: Pursuant to federal law, all employees hired after April 1, 1986 are subject to a 1.45% payroll tax to pay for future Medicare coverage. The City is obligated to match this 1.45% payment. The largest portion of the City's obligation is included in departmental budgets, with the amount shown in this cost center supplementing those allotments.

LIFE INSURANCE: Over 3,200 employees, both active and retired, are enrolled in basic, term life insurance. The City pays 75% of the premium, with employee deductions covering the remainder. The amount shown above represents the full cost with employee deductions being used as a revenue to cover that portion of the cost.

ACCIDENT INSURANCE: Eligible Police and Fire employees may enroll in a supplemental accident life insurance plan. The plan is 75% paid for by the City.

UNEMPLOYMENT COMPENSATION: In Chapter 720 of the Acts of 1977, the Massachusetts Legislature extended unemployment compensation to eligible state and local government employees. The City provides a reimbursement method of payment to the Department of Labor and Workforce Development.

DISABILITY INSURANCE: This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$115,130	$154,565	SALARY ADJUSTMENT	$3,416,115
$329,865	$325,415	DENTAL PLAN	$300,000
$444,995	$479,980		$3,716,115

PURPOSE & OVERVIEW: The primary purpose of this Division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both union and non-union employees can be set aside without being allocated to departmental budgets. Also, since most vacant positions in this budget are shown at the minimum level of funding, it is sometimes necessary to supplement the budgeted salaries with additional funds in order to attract qualified candidates for certain positions. This allotment includes funds for this purpose that are transferred to the departments only if needed.

SALARY ADJUSTMENT: The largest component of this budget in FY13 is an allocation to fund unbudgeted contract settlements. Other components include funds to cover sick/vacation buyback for employees who are retiring, sick leave incentive and vacation buyback payments for employees, educational incentives, MBTA pass reimbursements, living wage increases, health insurance waivers and costs associated with the City's flexible spending program.

DENTAL PLAN: In the FY13 budget, an allocation of $250,000 has been made to cover a portion of the costs of the dental plan for school employees and an additional $50,000 has been set aside to cover certain dental costs for City employees not included in departmental budgets.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$0	$0	OTHER POST EMPLOYMENT BENEFITS	$1,000,000
$0	$0		$1,000,000

An OPEB working committee was formed in 2006 and oversaw the completion of the City's first OPEB actuarial report as of December 31, 2006 that established the liabilities of the Post Employment Benefits in accordance with GASB Statements 43 and 45. This actuarial report 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 a 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 $2.0 million from the City's Health Claims Trust Fund to the OPEB Trust Fund.

The FY13 Budget includes a contribution of $1,000,000 to the Other Post Employment Benefit Trust Fund. The OPEB working group will continue to provide recommendations for funding strategies for the OPEB liability.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$254,640	$283,850	TELEPHONE	$301,820
$206,830	$237,210	MAILING	$250,670
$262,350	$171,240	PRINTING	$173,985
$723,820	$692,300		$726,475

PURPOSE & OVERVIEW: General Services acts as a centralized point for budgeting the costs of telephone, mailing and printing expenses for all City departments. The telephone budget is managed by the Electrical Department; the Printing and Mailing budgets are managed by the Purchasing Department.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the installation of Voice Over Internet Protocol (VOIP) telephone system for CRLS and the War Memorial.
- Made improvements to the Auto Attendant System by adding more department call numbers to the listings and including useful telephone numbers of non-City agencies frequently requested by the public, such as the Cambridge Housing Authority, Registry of Deeds, etc.
- Implemented 311 calling for land lines in Cambridge to access the auto attendant (i.e. from a Cambridge land line you can dial 311 and your call will be answered by the city operator or the auto attendant).
- Continue to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Provided printing, finishing and binding services to various City departments, including the following projects: City Council meeting and roundtable packages; Community Preservation Act presentation documents; Police Department training manuals: CPR Training, Legal Issues for the Massachusetts Police Professional, Police First Responder Training; Budget Notebooks; Printed materials for the Mayor's Senior Citizen picnics at MIT and Harvard; Veteran's benefit and services brochure; posters for Veteran's and Patriot's Day observances; Cambridge Scholarship Fund letters and return envelopes; collective bargaining agreements; Public Works Snow Operations Manual; Fire Department monthly assignment calendars; Fire Department's "After the Fire! Returning to Normal"; Abutter notices for Community Development projects; parking ticket and RMV change notices; postcard notifications for public meetings; Animal Commission's "Preparing Your Pets for Emergencies Makes Sense Get Ready Now" (printed in color); Water Department's Annual Water Quality Report; Rating Agency Presentation; Fliers and brochures for the Employees' Committee on Diversity; Library's Annual Guide to Newspapers and Magazines as well as Library forms, brochures and postcards.
- Created calendars for the Mayor's Office as well as two calendars for Traffic & Parking, one featured the photos from the annual resident sticker contest, the other featured wildlife scenes from Mt. Auburn Cemetery.

TELEPHONE

PURPOSE & OVERVIEW: The Telephone budget includes funds for telephone operating costs for all City departments. There are six City departments that budget for, and reimburse this budget for, actual telephone usage. This division continues to work with Verizon and other vendors to improve the quality of service and to maintain or reduce overall costs. In collaboration with ITD, the City has continued implementation of a Voice over Internet Protocol (VoIP) system. VoIP will allow departments to have the latest technology available and meet the demands for enhancements in the future. The new technology will allow the city to utilize its fiber network for voice and data and reduce the number of leased telephone lines in use, while allowing the integration of voice and data for the benefit of the public and employees.

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

- *GOAL 2:* *Continue to implement the Voice over Internet Protocol (VoIP) system in a phased process.*

MAILING

PURPOSE & OVERVIEW: The Mailing division is responsible for preparation and processing of outgoing mail and ensuring that items are processed in accordance with postal regulations. This division, in conjunction with the Purchasing Department, analyzes postage costs, forwarding postage costs by department to the Budget Office so that internal postage bills may be issued. Other functions are record-keeping of postage costs by department; loading and maintaining funds for postage; developing cost savings strategies and streamlining mail processing; and operation and maintenance of the postage equipment. The Mailing division picks up the City Hall mail at the Clifton Merriman Post Office Building, sorts the mail to the interoffice mail boxes and delivers the mail each day to City departments located within City Hall.

- *GOAL 1:* *Ensure that internal and outgoing mail from City departments is processed in a timely manner.*

- *GOAL 2:* *Hold trainings, as required, with departments that have high volume mailings, on various procedures and strategies to achieve cost savings. Provide departments with training related to addressing of mail and education about Priority and Express mail products.*

PRINTING

PURPOSE & OVERVIEW: To provide for the City's printing needs, such as basic graphic and design services, letterhead, business cards, binding, creation of covers, collating, copying, printing, punching, folding, cutting and other services.

- *GOAL 1:* *Continue to respond to City departments' basic printing needs in an efficient and effective manner.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	2,400	1,600	1,600	1,560
2. Number of major documents printed and bound using fastback system	190	130	130	128
3. Number of business card orders printed	140	95	95	92
4. Number of pads, labels, envelopes and routine copy orders completed	1,475	990	990	988

- *GOAL 2:* *Continue to promote and expand the use of recycled paper as well as the reuse of paper that would otherwise be recycled to create scratch pads, crack -n-peel stock and index cards for City departments at no cost.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$627,650**
Real Estate Taxes	$627,650	
FINES & FORFEITS		**$4,000**
Parking Fines	$4,000	
INTERGOVERNMENTAL REVENUE		**$94,825**
State Cherry Sheet Revenue	$94,825	
TOTAL FY13 BUDGETED REVENUE		**$726,475**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$225,220**
OTHER ORDINARY MAINTENANCE	**$501,255**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$726,475**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	4	**3**	**2**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$187,245	$194,450	POLICY AND ADMINISTRATION	$174,280
$453,230	$505,355	OFFICE OPERATIONS	$516,345
$66,985	$75,630	ANNUAL CENSUS	$76,255
$9,565	$11,530	VOTER REGISTRATION	$12,030
$74,375	$16,810	PRIMARY ELECTION	$110,940
$87,945	$16,810	GENERAL ELECTION	$114,435
$0	$115,890	MUNICIPAL ELECTION	$0
$0	$113,395	PREPRESIDENTIAL ELECTION	$0
$879,345	$1,049,870		$1,004,285

PURPOSE & OVERVIEW: The Board of Election Commissioners was established by the Acts of 1921, Chapter 239, to conduct voter registration, supervise all elections, assume responsibility for the annual census, and certify voter signatures on nomination papers, petitions and ballot questions. Its role was expanded in 1987 to include administration of Chapter 55 of the Massachusetts General Laws, governing campaign and political finance reporting. In 1991, the Commission was also assigned the task of implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Election Commission Budget reflects a net decrease of $45,285 to cover election costs associated with conducting a primary and general election versus the costs of the pre-presidential and municipal elections in FY12.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted the 2011 Municipal Election and 2011-12 Special Primary and State Election in a professional, efficient and fair manner. Significant attention was paid to improving the voter environment at polling places, particularly with regard to lighting, signage and accessibility. Utilized website to provide updated information to Cambridge residents on candidates, ballot questions, absentee ballot procedures and voter registration deadlines. Worked with the City's Public Information Officer, IT Department, 22-CityView and CCTV to report election night results in a timely and effective manner.
- Successfully adhered to the provisions of the Military and Overseas Voter Empowerment Act (MOVE), which applies to voters covered under the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), by accepting Federal Write-in Absentee Ballots and providing transmission of absentee ballot applications and ballots, either electronically or by mail, and allowing UOCAVA voters to track their ballots.
- Effectively redrew ward and precinct boundary lines to reflect changes in the City's population and to anticipate the needs of the City's election system for the next decade, based on the Federal Census which occurs every 10 years. With the assistance of the IT Department the Board successfully developed a plan that would allow voters in most areas to continue to cast their ballots at the same polling places as they have in the past. Worked with the IT Department to develop new polling place and district maps, to reflect changes due to the re-precincting process.

- Conducted voter registration sessions at the Hoops N' Health event, Cambridge Dance Party, National Night Out, Annual Pride Day, Danehy Park Family Day, local universities (Harvard, Lesley, MIT) and Rindge Latin High School. Disseminated voter registration forms to several Cambridge locations. Registered 76 new voters at Harvard Law School and 85 at Oktoberfest.
- Encouraged universities' and college student participation in the election process by developing biannual university voter registration sessions, and disseminated student voter registration "frequently asked questions and answer" flier, which also includes information on the local election process.
- Administered and enforced the City of Cambridge Ethics Ordinance and year-end Campaign and Political Finance Reporting for School Committee candidates and political committees. Conducted review of reports for completeness and accuracy. Arranged for posting of reports on City website.
- Expanded the pool of election workers through a recruitment session which attracted potential new workers. Further enhanced the Election Worker Training and Powerpoint Presentation based on the evaluation and assessment of individual election worker's needs. Provided election workers with redesigned Tally and Clerk Sheets for more accurate reporting. Explored options to minimize any potential election day difficulties and concerns.
- Notified all voters of their polling places, including maps of polling locations and election information. Maintained link between the City's Website and the Secretary of the Commowealth's Website for the 2011-12 elections, in order to provide more concise information on elected officials, candidates and where to vote.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Individual households contacted	49,547	49,547	45,647	46,547
2. Percent of households responded	61%	75%	62%	62%
3. Number of Multi-units contacted	477	477	477	477

Figure 1: Number of Residents Listed in Street Listing Book

2007	54,603
2008	65,141
2009	66,840
2010	66,078
2011	68,062

- *GOAL 2:* *Implement the Motor Voter Law to encourage eligible residents to register to vote through development of a citywide Voter Registration Plan with emphasis on the "youth" vote and areas of the city with low registration; distributing voter registration information to citywide sites; continuing voter registration outreach at community events and sidewalk sessions; promoting voter registration through the Annual City Census, website, pre-election signage and contact with community organizations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of registered voters	64,121	65,000	61,000	62,000
2. Number of persons eligible to vote	76,840	80,000	74,135	74,135
3. Percentage of eligible persons who are registered	83%	81%	82%	86%
4. Community event and sidewalk session registrations	425	325	200	300
5. In-person, mail-in and RMV registrations	8,074	10,000	6,000	8,000
6. Census registrations	897	600	300	500

- *GOAL 3:* *Increase voter turnout by utilizing strategies such as: placing pre-election signage at all polling places, major squares and other public locations, reminding voters of election dates and registration deadlines; providing election information on 22-CityView, CCTV, the City's website, the CityView newsletter and other local news sources; utilizing the Election Commission website to provide visual and written information on election dates, polling locations, candidates, ballot questions and results.*

- *GOAL 4:* *Expand use of Election Commission website; notifying residents of voter registration requirements, election dates, polling place locations and absentee ballot procedures; providing online forms for absentee ballot applications and voter registration requests; publicizing election worker opportunities; posting unofficial election results on election night; posting campaign finance reports for School Committee candidates; maintaining links to Mass. Campaign and Political Finance site for City Council candidates; and maintaining electronic filing of Statements of Financial Interests.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Visits to Election Website	109,166	150,000	150,000	160,000
2. Number of online Voter Registration requests	77	150	150	150
3. Web notices on AutoMARK marking machines	1	1	1	1
4. Web notices on Proportional Representation	1	1	1	1

- *GOAL 5:* *Work with Office of Secretary of the Commonwealth and residents to implement reforms in the Help America Vote Act (HAVA) by ensuring that all polling places meet the strictest standards of access for voters; expanding use of AutoMARK machines at polling places for persons with disabilities through education and training; liberalizing absentee voting requirements; and continuing voter education and outreach.*

- *GOAL 6:* *Effectively notify and disseminate information through mail, media and website to the City's residents regarding the new ward and precinct boundary lines due to the 2011 Re-Precincting Plan, which was based on the 2010 Federal Census Data and reflects the changes in the City's population. This plan was developed to anticipate the needs of the City's election system for the next decade. Work with ITD and the Office of the Secretary of the Commonwealth for assistance in producing new maps.*

- *GOAL 7:* *Conduct 2012 Primary and General Election in an effective and cost-efficient manner, using precinct-based computerized optical scanning system; ensuring continued compliance with the Americans with Disabilities Act and HAVA; enhancing and strengthening poll worker training in handling provisional ballots, ejected ballots with over votes and blanks, AutoMARK machines and all election procedures; producing voter education aids for polls; working with IT, 22-CityView, CCTV and the Public Information Office to provide timely unofficial results on election night.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Cost for Municipal Election	$0.	$143,745	$115, 970	$0.
2. Cost for Prepresidential Election	$0.	$126,915	$126,915	$0.
3. Cost for the State Primary Election*	$74,375	n/a	$16, 810	$110,940
4. Cost for the General Election*	$87,945	n/a	$16,810	$114,435
*Includes Special Elections				

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$894,210**
Real Estate Taxes	$894,210	
CHARGES FOR SERVICES		**$750**
Document Sales	$750	
INTERGOVERNMENTAL REVENUE		**$109,325**
State Cherry Sheet Revenue	$82,250	
Reimb/Additional Voting Hrs	$27,075	
TOTAL FY13 BUDGETED REVENUE		**$1,004,285**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$801,145**
OTHER ORDINARY MAINTENANCE	**$200,870**
TRAVEL & TRAINING	**$2,270**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$1,004,285**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	8	**8**	**8**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$460,915	$480,700	CAMBRIDGE ARTS COUNCIL	$493,620
$41,215	$43,340	HOLIDAY CELEBRATIONS	$45,750
$200,000	$200,000	MULTICULTURAL ARTS CENTER	$200,000
$0	$15,000	CITY COUNCIL INAUGURAL	$0
$50,000	$60,000	COMMUNITY EVENTS	$60,000
$752,130	$799,040		$799,370

PURPOSE & OVERVIEW: The Cambridge Arts Council (CAC) exists to ensure that the arts play an active and engaging role in the daily lives of people living, working and visiting in Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, producing high-quality arts programming that celebrates the city's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, designing arts education initiatives and developing artistic collaborations to enhance the overall aesthetic experience for residents and visitors of Cambridge.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Developed and launched the Cambridge Creativity Commons (CCC), a shared space for students and teachers in the Cambridge Public School District (CPSD) to engage in exploration of imaginative ideas and the creation of interdisciplinary projects during in-school and out-of-school time. CCC was created through a partnership with the Arts Council, Lesley University, CPSD Visual & Performing Art Department, Cambridge Community Foundation and the Art Institute of Boston @ Lesley University as an opportunity to focus on creative programming for students in grades 6 through 8 aligning with the Upper School initiative as part of the CPSD Innovation Agenda. CCC will initiate and support teaching and learning about creativity within a shared collective space that offers cross-disciplinary intellectual and artistic exploration.
- Received a $45,000 grant from the National Endowment for the Arts (NEA) to support *Let the Public Play*, a demonstration playground which will serve as a component of a larger effort by the City to educate the public on the recommendations of the Healthy Play & Playgrounds Task Force. The task force, comprised of City staff, residents and outside professionals, met for two years and worked to both reframe and expand the way 'play' is defined for the built environment in Cambridge. The project will investigate a variety of modes related to encouraging and supporting play at all age levels and demonstrating the potential of artists to develop public artwork that supports this initiative.

- Continued to expand the reach and activity of the Cambridge Poet Populist Program through the election of the City's third official Poet Populist, Toni "Bee" Brooks. Toni Bee worked with youth in Cambridge Public Schools, the Public Library, Cambridge Senior Centers and a variety of local arts organizations throughout the year and will host an interactive tent at the 33rd Cambridge River Festival to celebrate Poetry and the city's rich literary history. Poet Populist goals for 2012 included continued oversight of the Cambridge Poetry Festival, serving as official host for the National Poetry Slam, and supporting new and continued local and regional traditions such as "Louder Than a Bomb" Youth Poetry Slam, Riversing, the Cambridge River Festival and Dance for World Community.

- Produced the 33rd Cambridge River Festival (CRF), scheduled for Saturday, June 2, 2012, with a continued focus on in-depth community involvement. Community meetings and artist and volunteer recruitment began in December 2011 and resulted in opportunities for residents and visitors to experience staged music and performances, interactive art-making activities, roving performances and temporary public art installations. Additionally, the festival included the beloved World of Food and Arts Bazaar featuring local, regional and international food, crafts and artwork for sale to audience members. For this event, the Arts Council partners with Cambridge-based arts organizations and the CPSD Visual & Performing Arts Department to populate the stages and festival venues with local professional and emerging talent.

- Convened a second year of the Cambridge Arts Marketing Network (CAMN), a citywide network of arts marketing professionals from a broad array of local organizations. Participants meet on a quarterly basis to examine best practices, collaborative opportunities and engage in dialogue with the Arts Council's Director of Marketing on how the Arts Council can best support the work of the sector and forge productive connections to media outlets and new audiences in support of local artists and arts organizations.
- Developed innovative programming for the CAC Gallery designed to engage audiences in the creation and presentation of public artwork. Featured exhibitions included *Breathe Cambridge*, a visual art and soundscape experience created by Cambridge teenagers at the Gately Youth Center who collaborated with professional artists, seniors and community members to collect diverse voices reading original poetry created from a poem template entitled "I Breathe"; *Lateral Canal Ahead*, an exhibition by Irish artist Rosalind Murray, described as a poetic detour of gallery works and live performances made on and around train and canal tracks in Cambridge, MA and Carlow, Ireland, making trade links to tie both places into a relationship for a time; *Move Me*, an installation and temporary public art project exploring physical and perceived boundaries and the process of migration; and *SPUN*, an exhibition of unique artist proposals for creative and functional bicycle racks proposed for locations along Main Street in Kendall Square.
- Coordinated the fourth year of Cambridge Open Studios (COS) in May 2011. COS is a citywide program featuring close to 200 artists and performers who open their studios in all neighborhoods of the city to exhibit their work and demonstrate the art-making process. In partnership with local artists, arts

organizations, private property owners and managers, the Arts Council worked to combine and centralize resources as a way to increase opportunities and participation for a greater number of artists. Strategic promotional efforts aided in audience development as well as increased awareness of the City's public art collection and the unique character of the city's neighborhoods through outreach to local and regional audiences.

- With support from the Massachusetts Cultural Council and the City, the Arts Council distributed $50,000 through the CAC Grant Program to fund arts programming and initiatives that have a direct benefit to Cambridge residents and the cultural life of the city. CAC awarded 38 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and Field Trip Grants, the latter of which provides low-cost opportunities for Cambridge youth to attend professional artistic events in Cambridge and the greater-Boston area.
- Produced the 20th season of *Summer in the City* from late June through mid-August 2011. This citywide series targets youth aged 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2011, events attracted approximately 4,000 audience members over the course of an 8-week period. Artists and performers were reflective of the cultural diversity of Cambridge and promotional efforts included a dynamic Website, brochure, newsletters, the use of social media communications such as Twitter and Facebook and a physical mailing to every household with children in the Cambridge Public School district.
- Continued to organize the Public Art Youth Council (PAYC) educational initiative, which provides opportunities for teens throughout the city's 13 neighborhoods to serve as ambassadors for new and existing public art to their friends and families. Participants work under the guidance of the Arts Council's Public Art Program staff to develop projects and events that provide a greater level of knowledge and understanding of the role of public art in the community and the process through which it is created. PAYC reverses the more common process where adults develop programming for teen audiences, allowing the students themselves to create initiatives and promote artworks in the City's award-winning collection to the wider community.
- Engaged a third year of interactive meetings of the CPS & University Arts Partnership committee, dedicated to working with the local university communities to develop opportunities for collaboration, resource-sharing and direct support for the Department of Visual and Performing Arts at CPS. Quarterly meetings with leaders from Harvard University, MIT, Lesley university/AIB, Longy School of Music and the Cambridge Arts Council provided CPS Visual and Performing Arts staff with direct access to University officials to communicate needs and more fully understand the scope of arts programming and possibilities for more strategic, in-depth collaboration and partner support.
- Continued to expand marketing and communication efforts within the community and region for both print and digital communications. In addition to the production of a regular digital newsletter and frequent communications in support of local artists and performers, CAC also continued to refine the use of social media platforms such as Facebook and Twitter to expand interest in the Arts Council's diverse programs and to notify the community of arts-related events and services that are available to residents

and visitors to Cambridge. Using a more integrated approach with regard to notifications about programming, it became possible to build and strengthen in-depth and long-term marketing relationships with new partners such as Art New England, Artscope Magazine, WGBH, Weekly DIG and the Boston Globe.

- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Dance for World Community, Boston Cyberarts Festival, the Hong Kong Dragon Boat Festival, Cambridge Science Festival, DIYDS National Youth Video & Film Festival, the Boston International Latino Film Festival, the Boston Palestine Film Festival and DocYard: Season 2, supporting documentary filmmakers throughout the region at the Brattle Theater. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, the Massachusetts Cultural Council, Cambridge Community Foundation, Artists' Foundation, the Boston Foundation, Mass Grantmakers in the Arts and the Boston Dance Alliance to engage and educate leaders in the local arts community on issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

FY13 GOALS:

■ *GOAL 1:* *Promote arts in the neighborhoods of Cambridge by supporting artists, art events and arts organizations through the implementation of a Grant Program funded by the City and the Massachusetts Cultural Council.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of applications	99	100	77	80
2. Number of grant awards	33	35	38	40
3. Number of people who benefit	41,200	50,000	50,000	50,000
4. Number of grant-writing workshops and community meetings	72	75	75	75

- *GOAL 2:* *Build community through art that is reflective of the City's diverse population while fostering participation of Cambridge artists, arts organizations, neighborhood groups and local businesses. Produce community-based artistic events that highlight visual arts, crafts, music, dance, literature, theatre, folk and traditional arts and develop increased audiences, collaborations and employment opportunities for artists.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Estimated audience at events	154,750	160,000	160,000	165,000
2. Number of artists presented	480	350	350	375
3. Number of arts organizations participating	53	50	70	70
4. Number of "Summer in the City" concerts produced for children and families	16	20	12	20
5. Foster and support educational forums and collaborations that educate residents on the arts	15	15	20	20
6. Number of community meetings to promote partnerships and advocacy	45	40	40	40

- *GOAL 3:* *Advocate for Street Performers by implementing the City's Street Performer Ordinance and serve as a liaison among artists, businesses and residents to enliven public squares, parks and open spaces in the city with arts and performance.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Street Performer Permits issued	272	270	275	275
2. Number of monitor hours	700	700	700	700

- *GOAL 4:* *Commission public art that enhances the city's built environment, improves residents' quality of life, and makes the city an interesting and attractive destination for visitors, while emphasizing an expanded role for artists in society. Implement a comprehensive conservation and maintenance program for the City's growing public art collection to ensure its existence for future generations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of permanent projects completed	5	4	4	4
2. Total artworks in the City collection	189	193	193	197
3. Number of ongoing permanent projects	7	7	8	5
4. Total number of artworks receiving consistent maintenance	92	100	100	100
5. Number of artworks restored by artist or external conservator	7	3	3	5
6. Number of artworks restored by Conservator of Public Art and trained art consultants	8	15	15	17

- *GOAL 5:* *Expand public involvement in and awareness, appreciation and understanding of public art through temporary art installations, dedications, workshops, exhibits, celebratory events, school assemblies, tours and production of educational information and material as part of a comprehensive education and outreach program.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of temporary art installations	5	2	2	2
2. Educational resources and materials created	14	20	20	20
3. Education workshops and programs	15	20	20	20
4. Meetings with community representatives	37	15	20	20
5. Number of public art dedications	1	3	3	4

- *GOAL 6:* *Continue to promote the arts in Cambridge through publicly accessible exhibits in the CAC Gallery. Augment gallery exhibitions with artists' talks, discussions, school visits and other educational and promotional activities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of artists exhibited	15	15	15	15
2. Number of exhibitions	5	5	5	5
3. Number of educational activities and events	20	25	25	25
4. Number of participants attending gallery-related exhibitions and events	4,745	4,500	4,500	4,750

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Press Releases created	25	25	25	25
2. Number of press releases or other promotional announcements created for grant recipients and local arts and cultural organizations	28	40	45	50
3. Number of calendar submissions entered/maintained	176	175	180	185
4. Number of Web pages created	61	50	50	75
5. Number of Web pages maintained	100	120	120	170
6. Number of media hits received for Arts Council programs & services	220	225	225	250
7. Total number of marketing/collateral pieces created	58	60	60	60

HOLIDAY CELEBRATIONS. This budget allocation supports Halloween activities in the public schools as well as the City's Independence Day Celebration. Funds are also provided for the annual Danehy Park Family Day, which includes a wide variety of activities for both children and adults, and the annual Dance Party.

MULTICULTURAL ARTS CENTER. In 1980, in an effort to stimulate economic development in East Cambridge, the City, the Cambridge Multicultural Arts Center and the Commissioners of Middlesex County entered into a series of long-term agreements regarding the renovation of the old Middlesex County Courthouse complex. One part of that agreement calls for the Multicultural Arts Center, a tenant in the complex.

CITY COUNCIL INAUGURAL. Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are not required in FY13.

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

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$766,270**
Real Estate Taxes	$766,270	
LICENSES AND PERMITS		**$10,800**
Street Performers License	$10,800	
INTERGOVERNMENTAL REVENUE		**$22,300**
Direct State Grant Revenue	$5,800	
State Cherry Sheet Revenue	$16,500	
TOTAL FY13 BUDGETED REVENUE		**$799,370**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$420,845**
OTHER ORDINARY MAINTENANCE	**$377,400**
TRAVEL & TRAINING	**$1,125**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$799,370**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	4	**4**	**4**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$0	$0	RESERVE	$37,500
$0	$0		$37,500

PURPOSE & OVERVIEW: State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY13, the City has allocated $37,500 for this purpose.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$37,500**
Real Estate Taxes	$37,500	
TOTAL FY13 BUDGETED REVENUE		**$37,500**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$37,500**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$37,500**

SUMMARY: PUBLIC SAFETY

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$283,035	$293,240	Animal Commission	$298,585
$38,199,410	$38,819,485	Fire Department	$40,111,145
$42,635,970	$43,845,820	Police	$45,643,095
$9,733,890	$10,095,845	Traffic Parking & Transportation	$10,551,435
$84,815	$56,785	Police Review and Advisory Board	$70,730
$2,858,040	$3,086,240	Inspectional Services	$3,115,045
$849,725	$855,845	License Commission	$986,140
$130,680	$132,645	Weights & Measures	$134,325
$2,700,880	$2,703,045	Electrical	$2,792,005
$3,924,545	$4,003,635	Emergency Communications	$4,242,970
$101,400,990	$103,892,585		$107,945,475

FINANCING PLAN	FY13 BUDGET
Taxes	$83,460,145
Charges For Services	$8,552,725
Licenses and Permits	$6,846,200
Fines & Forfeits	$7,752,510
Intergovernmental Revenue	$1,136,395
Miscellaneous Revenue	$197,500
	$107,945,475

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$116,995	$122,575	ADMINISTRATION	$123,840
$166,040	$170,665	ANIMAL CONTROL	$174,745
$283,035	$293,240		$298,585

PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work toward making Cambridge a safe environment for people, domestic pets and other animals. Its mission is to provide responsive, efficient animal control services, to offer a high quality of animal care/rescue for domestic and wild animals and to promote responsible pet ownership. The programs to support this mission include enforcement of City regulations and state laws, education and rescue services for all animals, dissemination of information about low or no cost spay and neuter options and up to date information/suggestions to inform residents about wildlife in the city. Animal Control Officers have been visiting the existing dog parks and pilot program off leash areas to ensure that dog owners are being responsible and following the regulations for these areas.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Attended multi-department community meetings to develop guidelines, regulations and locations for dog parks in the city and attended monthly meetings for the Fresh Pond Reservation shared use engagement process, facilitated by Consensus Building Institute (CBI).
- Continued monitoring pilot programs in two locations, Corcoran Park and Gold Star Mothers Park, to determine whether these areas should be utilized over the long term as shared space for off leash hours in the morning between 6:00 a.m. and 9:00 a.m.
- The Cambridge Animal Commission, circulated and distributed information for: no cost and low cost spay/neuter; micro-chipping; nail trimming; rabies vaccinations; distemper vaccinations; and flea treatment, if needed.
- In conjunction with the Cambridge Police Department, Animal Control officers attended several community meetings, which included discussions of neighborhood problems with animals including meetings regarding Joan Lorentz Park.
- Through an active dog license campaign, the Animal Commission licensed over 2,990 dogs during the 2012 licensing period. The license period runs from April 1, 2011 to March 31, 2012.
- The Cambridge Animal Commission continues to participate with the State Department of Agricultural Resources, Massachusetts Society for the Protection of Cruelty to Animals and The Animal Rescue League to submit testimony and speak in favor of legislation at the State House to change and improve animal control laws in the Commonwealth.
- Sponsored a Rabies Vaccination Clinic, for dogs only, at the Public Works Department in the spring of 2012.

- Participated in a "License Day" at Fresh Pond Reservation, to increase awareness and make the licensing process available at the Reservation.
- Coordinated and transported cats from Jackson Circle, Jackson Gardens and Jefferson Park to the M.S.P.C.A. for free neutering and spaying. After the surgery, the cats were all transported back to their owners by Cambridge Animal Control.
- Spoke at local U.S. Post Offices to all letter carriers concerning "Prevention of Dog Bites" and reporting nuisance dogs in neighborhoods.
- Animal Control Officers participated in helping to train new Emergency Communication Dispatchers to respond to calls involving animals.
- Orchestrated an action to have over 30 feral cats spayed/ neutered, vaccinated and released back to their feral colony.
- Included a brochure from FEMA, in over 3,000 license application mailings, regarding - "Preparing Your Pets For Emergencies Makes Sense. Get Ready Now."

FY12 GOALS

■ *GOAL 1: Enforce the provisions of the Animal Control Ordinance.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of dog licenses issued	2,922	2,700	3,000	3,000
2. Citations issued for failure to restrain, dispose, license, display license	172	110	120	120
3. Number of dogs picked up	49	40	45	40
4. Number of dogs impounded	13	6	10	10
5. Number of dogs returned to owner	47	50	45	45
6. Number of dogs and cats adopted	63	50	55	50

■ *GOAL 2: Provide low cost rabies vaccination clinics for Cambridge cats and dogs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of animals vaccinated	145	120	125	120
2. Number of clinics	1	1	1	1

- *GOAL 3:* *Respond to citizen concerns about cruelty to animals, barking dogs, loose dogs, dog waste, animal quarantines, injured animals, wildlife-related problems and feral/stray cat problems.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of calls/inquiries	2,725	2,500	2,600	2,600
2. Number of quarantine in-house inspections	146	120	130	120

- *GOAL 4:* *Continue to transport sick, injured or surrendered animals to the Massachusetts Society for the Prevention of Cruelty to Animals, for rescue or humane euthanasia.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	98	120	120	120

- *GOAL 5:* *Continue working with the Cambridge Public Health Department on the citywide effort to monitor and control the spread of West Nile Virus.*

- *GOAL 6:* *Facilitate access and distribute information to provide low cost spay/neuter services to the residents of Cambridge, offered by the Animal Rescue League of Boston and the Massachusetts Society for the Prevention of Cruelty to Animals, to help reduce pet overpopulation. Spay and neuter all animals adopted through the Cambridge Animal Commission and the Helen K. Holland Fund. Provide transportation services to residents who need to get their animal(s) spayed/neutered but do not have access to any mode of transportation.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of referrals for animals (cats and dogs) to be spayed / neutered	n/a	n/a	40	40

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$263,635**
Real Estate Taxes	$263,635	
CHARGES FOR SERVICES		**$10,200**
Water Usage Charge	$10,000	
Animal Boarding	$200	
LICENSES AND PERMITS		**$23,000**
Animal License	$23,000	
FINES & FORFEITS		**$1,250**
Animal Fines	$1,250	
MISCELLANEOUS REVENUE		**$500**
Sale of Animals	$500	
TOTAL FY13 BUDGETED REVENUE		**$298,585**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$285,130**
OTHER ORDINARY MAINTENANCE	**$13,305**
TRAVEL & TRAINING	**$150**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$298,585**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	3	**3**	**3**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$15,532,980	$15,801,670	HEADQUARTERS	$15,685,550
$5,055,215	$5,217,665	LAFAYETTE SQUARE	$5,407,850
$4,122,880	$4,226,615	EAST CAMBRIDGE	$4,298,205
$3,485,485	$3,468,075	PORTER SQUARE	$3,628,930
$2,050,530	$2,015,410	INMAN SQUARE	$2,230,690
$2,111,460	$2,088,295	RIVER STREET	$2,281,550
$3,936,520	$4,157,925	SHERMAN STREET	$4,533,625
$1,904,340	$1,843,830	LEXINGTON AVENUE	$2,044,745
$38,199,410	$38,819,485		$40,111,145

PURPOSE & OVERVIEW: The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide homeland defense against terrorist attacks.

The Cambridge Fire Department was established by an act of the state legislature on March 17, 1832 with a suppression force of 6 engines and 1 ladder truck. The Cambridge Fire Department of 1832 fought fires and performed rescues. Today, the Department is a professional organization, nationally rated as a Class 1 Fire Department, which provides fire protection; paramedic emergency medical service; heavy rescue service; water and ice rescue; confined space, structural collapse, trench and hi-angle rescue; hazardous materials protection; and protection to the environment. With the complexity of today's world, the Cambridge Fire Department has taken on the added responsibility to protect citizens against terrorist attack. To fulfill all these responsibilities effectively, efficiently and safely, the members of the Cambridge Fire Department continually train, develop skills and prepare for aggressive action when needed to protect the city.

The Cambridge Fire Department is charged with protection of one of the most densely-populated cities in the country. Infrastructure includes one of the deepest subway tubes in North America, over 4 miles of subway; over 6 miles of waterfront; over 100 hi-rise buildings; large, labyrinthine university, industrial and mercantile buildings; over 3,600 laboratories in the universities and 80 private research facilities; and extensive areas of closely-grouped, multi-story, wood-frame multiple dwellings and apartment buildings. The Cambridge Fire Department is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer. The Department is a member of Metrofire, the Boston area fire mutual aid network. Thirty-six cities and towns, plus Massport, participate in Metrofire, providing mutual support as needed to major and routine emergencies throughout the metropolitan area. Additionally, the Cambridge Fire Department participates in regional, communications interoperability, security and grant committees. Cambridge is a member of the Urban Area Security Initiative (UASI), which trains and works together. UASI receives significant grant funding via the Federal Department of Homeland Security.

Operating with a total teamwork concept and within the National Incident Management System (NIMS), the Department consists of 2 Line Divisions and 4 Staff Divisions. Line companies, including Engines, Ladders, Squads, Rescue and Division Chiefs, operate from 8 fire houses strategically located throughout the city. Several Staff Divisions support the men and women working on the street. Staff units include the Fire Prevention

Division, Training Division, Technical Services Division and Administrative Services. The Fire Investigation Unit investigates undetermined, suspicious and incendiary fires. Working side-by-side with members of City agencies to keep Cambridge a safe city, the men and women of the Cambridge Fire Department attest to our motto, "Our Family Helping Your Family."

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Insurance Services Office (ISO), through its Public Protection Program, has continued to give the City of Cambridge Fire Department a Class 1 designation, the highest rating a fire department can receive. The Class 1 designation reflects the City's ability to contain and control fires. Of the more than 37,000 fire departments in the United States, only 62 are currently rated as Class 1 and Cambridge is the only department in Massachusetts rated Class 1.
- In the process of hiring 6 new Firefighters to fill existing vacancies. These men and women will spend 12 weeks at the Massachusetts Firefighting Academy Recruit Training Program. Following graduation and national certification to Firefighter I/II level, these Firefighters will be assigned to fire suppression companies.
- A 2012 Ford F-350 van was ordered to replace the apparatus of Squad No. 4 in Porter Square. Squad No. 4 is a tactical paramedic unit, providing advanced emergency medical care as well as fire suppression, technical rescue, hazardous materials protection and homeland defense to the community. The former Squad No. 4 apparatus will be used as a spare piece of apparatus and can be placed in service for special events.
- Ongoing maintenance and repairs by a Department of Public Works construction crew has continued at all firehouses. Construction maintenance has included painting, plastering, carpentry and replacement of windows. These ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment as well as generate energy savings. Five of our eight fire houses were built to house horse-drawn apparatus.
- Responded to and controlled several multiple alarm fires as well as numerous working fires. One of the notable fires was at Montgomery St. which turned into a 2 alarm fire in a 2 ½ story wood frame residential building. The fire resulted in about $200,000 worth of damage.
- Additional staffing and resources were deployed in preparation for Hurricane Irene in August.
- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and Mount Auburn Hospital.
- Continued Fire Company Technical Rescue training. This training has included Trench Rescue, Rope Rescue and Structural Collapse Rescue at training sites throughout the metro Cambridge/Boston area.
- Continued the ongoing changes to radio systems, frequencies and repeaters, to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.

- Continued to upgrade communications compatibility among our Metrofire mutual-aid communities and UASI partners of multi-public safety disciplines.
- The Dive Rescue Team performed inspection and maintenance of submerged aeration system piping at Fresh Pond Reservoir for the Water Department. They also made repairs to an aerator pipe at the Stony Brook Reservoir. This operation continued for several days and saved the City the expense of hiring commercial divers.
- The Fireboat, Marine Unit No. 1, participated in "Operation Ready 2011," a multi-agency, multi-discipline table top exercise to prepare for a mass casualty aircraft incident in Boston Harbor.
- The Dive Team responded to several mutual aid calls in Saugus for automobiles that went into the river. They also responded to calls for people in the river at the Mass. Ave. Bridge. They assisted in the recovery of the victim.
- The Fire Department received money from a Homeland Security Port Security grant to procure a 30' Fire Rescue CBRNE Boat. The manufacturer has been chosen. The boat will take approximately 4 to 5 months to build. It should be completed and field tested by June and be ready for the busy summer months as well as the 4th of July celebration on the Charles River.

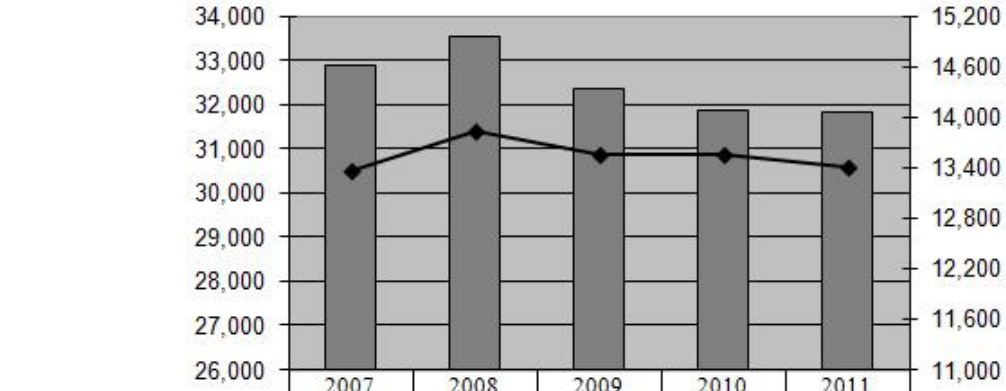
FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$39,159,595**
Real Estate Taxes	$39,159,595	
CHARGES FOR SERVICES		**$815,550**
Photocopy/Reproduction	$550	
Smoke Detectors	$50,000	
Rescue Unit Fees	$720,000	
Fire Detail Surcharge	$45,000	
LICENSES AND PERMITS		**$105,000**
Fire Permits	$105,000	
FINES & FORFEITS		**$4,000**
False Alarm Ordinance Fee	$4,000	
MISCELLANEOUS REVENUE		**$27,000**
Overtime Reimbursement	$15,000	
Misc Reimbursement	$12,000	
TOTAL FY13 BUDGETED REVENUE		**$40,111,145**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$38,336,420**
OTHER ORDINARY MAINTENANCE	**$1,105,225**
TRAVEL & TRAINING	**$559,500**
EXTRAORDINARY EXPENDITURES	**$110,000**
TOTAL FY13 BUDGETED EXPENDITURES	**$40,111,145**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	285	**285**	**285**

Figure 1: Historical Emergency Incidents and Responses

The figure below demonstrates the high level of readiness and comprehensive response of the Cambridge Fire Department. Despite the density of the city, complexity of related incidents, traffic conditions and simultaneous incidents, the average response time in the City of Cambridge was 4.38 minutes in 2011. National Fire Protection Association standards require a structural fire response time of 4 to 8 minutes 90 percent of the time. The American Heart Association requires a medical response time of 4 to 6 minutes.

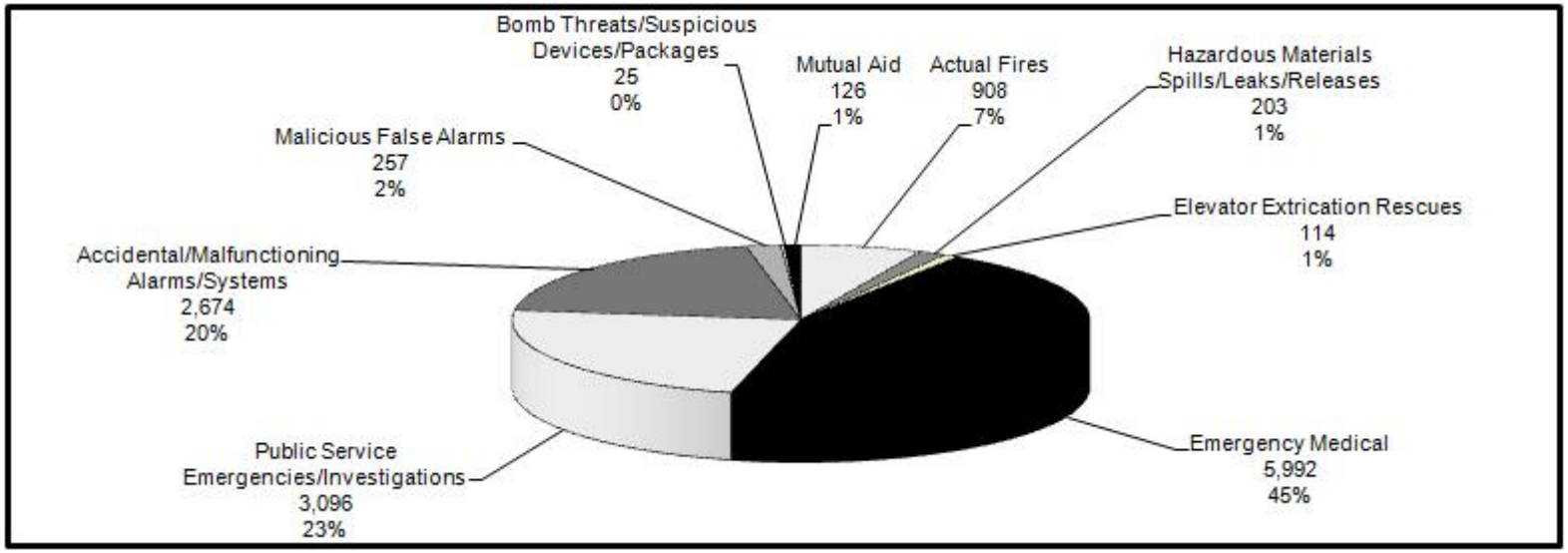


	2007	2008	2009	2010	2011
Emergency Responses	32,868	33,534	32,357	31,882	31,814
Emergency Incidents	13,372	13,838	13,555	13,553	13,395

Legend
An **Emergency Incident** is a call or service of an urgent nature, sometimes life threatening and/or immediately threatening to residential or commercial property or to the environment. An **Emergency Response** is a response by a Fire Department Unit, such as an Engine Company, a Ladder Company, a Rescue Company, a Squad, a Division Chief, a HazMat Unit, a Fire Investigation Unit or other Special Unit. Some incidents, such as a building fire, may require the response of multiple units.

Figure 2: 2011 Emergency Incidents by Category

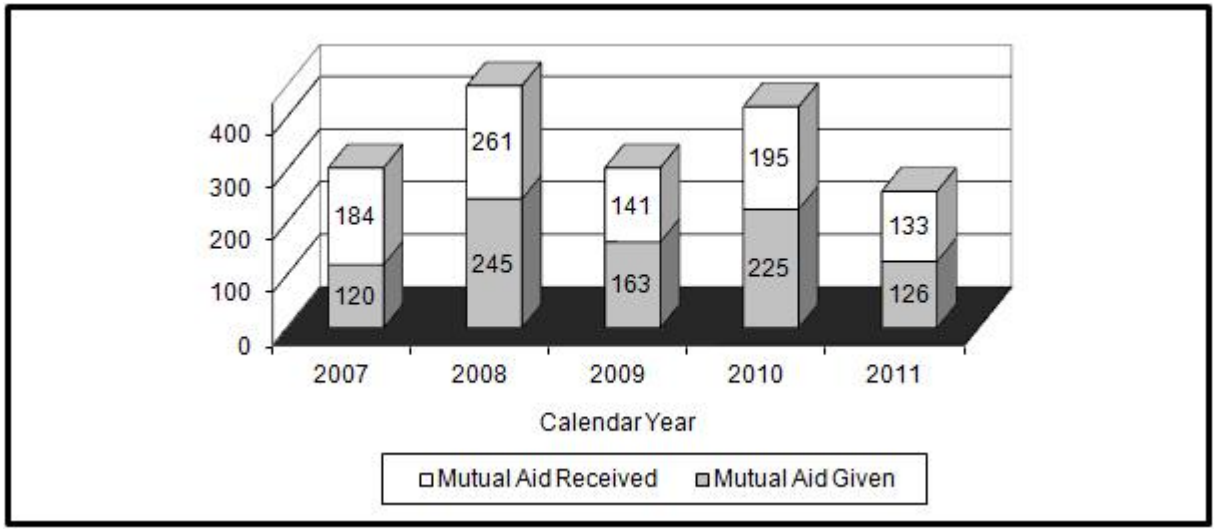
The figure below shows the breakdown by category of the 13,395 total emergency incidents that occurred in the City of Cambridge. As shown in Figure 1, these incidents had 31,814 corresponding responses, which are defined by the number of units that respond to an individual incident.



Incident Category Descriptions	# of Incidents
Actual Fires include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.	908
Hazardous Materials Spills/Leaks/Releases include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.	203
Elevator Extrication Rescues	114
Emergency Medical incidents include both life-threatening and non-life threatening incidents.	5,992
Public Service Emergencies/Investigations include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.	3,096
Bomb Threats/Suspicious Devices/Packages include calls for "bombs" as well as the investigations of unattended packages left both accidentally and maliciously. In this age of terrorism and security consciousness, the multi-tasking Police and Fire Departments, working with the CPD Explosive Ordinance Device Unit, examine suspicious packages and render them safe if necessary.	25
Accidental/Malfunctioning Alarms/Systems	2,674
Malicious False Alarms	257
Mutual Aid	126
TOTAL	**13,395**

Figure 3: Historical Comparison of Mutual Aid Given and Received

The Cambridge Fire Department works and trains with our Mutual Aid Fire Departments, which include Arlington, Belmont, Boston, Brookline, Somerville, Waltham and Watertown, and other cities and towns in the metro area. As part of Metrofire, Cambridge provides and receives mutual aid on a pre-arranged protocol, from 1st alarm line-boxes to 10 alarm fires, and also when requested. Mutual aid companies will cover vacant Cambridge fire houses when necessary and respond to and work at emergency incidents and fires in Cambridge. Cambridge provides the same service for mutual aid communities. Cambridge and Somerville maintain one of the oldest mutual aid agreements in the country at over 175 years old.



FIRE SUPPRESSION

PURPOSE & OVERVIEW: The primary responsibility of the Fire Suppression Division of Cambridge Fire Department is to provide first-line defense against hostile fires. This defense includes the protection of life, property and the environment. In addition to fire defense, 21st Century fire suppression duties include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials, and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities. Throughout the year, firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression members perform fire prevention and safety field inspections, and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are performed by suppression units. During winter weather, the local fire companies clear snow and ice from hydrants in their respective neighborhoods.

Figure 4: Calendar Year 2011 Comparison of Class 1 Fire Departments Nationwide

The figure below shows a comparative sample of cities receiving a Class 1 Rating from the Insurance Services Office (ISO), a nonprofit service organization that provides rating and other services to property and casualty insurance companies by recognizing the positive impact that effective public fire protection can have on the expected percentage loss due to a fire. The Cambridge Fire Department was upgraded to a Class 1 Rating, the highest level category of fire protection, by the ISO in July 1999, joining two other Fire Departments in the 6 New England States (Hartford, CT and Milford, CT) and 62 Fire Departments out of a total of 37,000 nationwide.

City	Population	Square Miles	Population Density (Pop/SqMi)	Total Fires	Emergency Medical Calls	Total Emergency Incidents	Emergency Incidents Per Sq. Mile
Cambridge, MA	**105,162**	**6.25**	**16,826**	**908**	**5,992**	**13,395**	**2,143**
Syracuse, NY	145,170	25.04	5,798	944	15,624	25,400	1,014
Hartford, CT	124,775	17.38	7,179	894	11,616	22,220	1,278
Stockton, CA	291,707	118.40	2,464	4,846	35,041	39,343	332
Huntington Beach, CA	189,992	26.75	7,103	384	12,326	14,643	547
Milford, CT	51,271	21.90	2,341	164	4,708	8,156	372

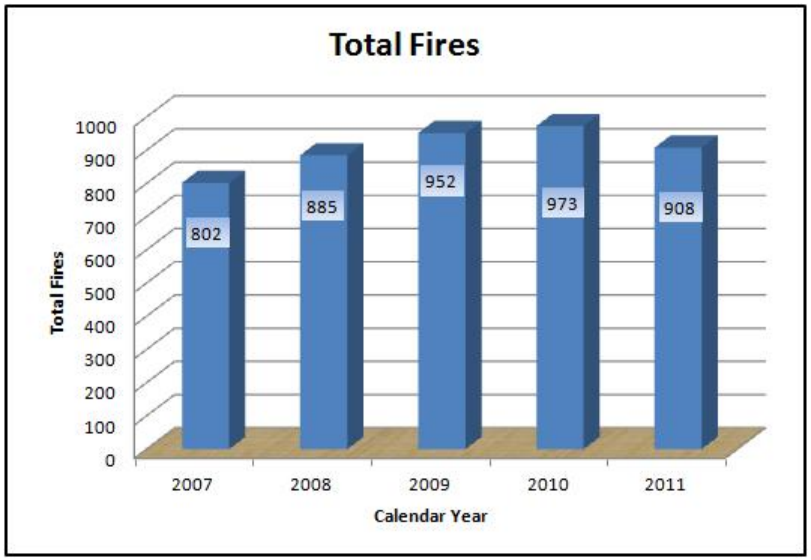
FY13 GOALS:

- *GOAL 1:* *Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss consistent with ISO standards. Continue to achieve a four-minute response time for the first arriving Fire Department unit 95% of the time, and an eight-minute response for the entire first alarm assignment 90% of the time.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. First response to fire emergency within four minutes	95%	95%	95%	95%

Figure 5: Historical Fires in Cambridge

The figure below shows a 5-year comparison of the number of fires in Cambridge, with 908 total fires occurring in 2011. The complexity, intricacy and high hazard, high-value nature of buildings protected by the Cambridge Fire Department require the use of life-safety search ropes while making entry, and operating in heavy fire conditions while breathing from Self Contained Breathing Apparatus in zero visibility. Several structure fires were battled and controlled during the year, which included both residential and commercial occupancies. The rapid coordinated response of a well-trained fire department is essential in preventing the spread of fire, especially in a densely built city such as Cambridge.

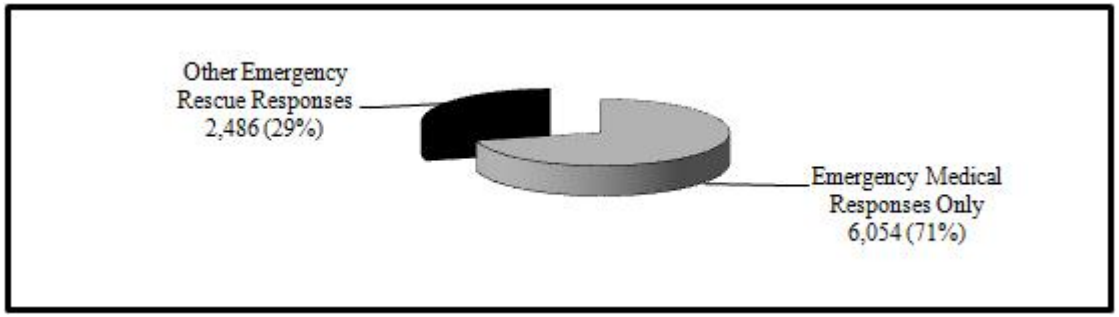


■ *GOAL 2: Deliver emergency medical services (EMS) in a professional and timely manner.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Respond to requests for emergency medical services within four minutes, 90% of the time	95%	90%	95%	95%

Figure 6: Calendar Year 2011 Fire Paramedic Unit Responses

Cambridge Fire Paramedic Units responded to 6,054 emergency incidents in 2011. Fire Department Paramedic Units include Engine Company No. 1 (Midtown/Harvard Square), Rescue Company #1 (Midtown/Harvard Square), Squad #2 (Downtown/Lafayette Square), and Squad #4 (Uptown/Porter Square). At major incidents, more than one paramedic unit may operate at the same incident. The availability of four Fire Department Paramedic Units enhances the EMS coverage throughout the city and complements the Cambridge Fire Department role with our UASI (Urban Area Security Initiative) technical rescue partners. Some Cambridge Fire Medics are trained as tactical paramedics. These members can operate at technical rescue emergencies such as chemical, biological, radiation, nuclear and gas emergencies, confined space, hi-angle, structural collapse and fire. Several Fire Department firefighter/paramedics are trained and are embedded with the Cambridge Police Department Special Response Team (SRT).



Legend
An **Emergency Medical Responses Only** are the responses to incidents that range from a life-threatening cardiac situation or difficulty breathing to the non-life threatening but serious injury bone fracture or fallen victim. **Other Emergency Responses** are responses to incidents that are characterized as fires, natural gas leaks, motor vehicle accidents, construction equipments accidents, elevator entrapments and water rescues.

■ *GOAL 3: Maintain equipment in a state of readiness to handle emergency operations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of active hydrants tested	1,840	1,840	1,840	1,840
2. Percentage of active hydrants tested annually	n/a	100%	100%	100%
3. Test 100% of fire hoses (in feet)	31,000	31,000	31,000	31,000
4. Number of annual service tests on pumping engines	10	10	10	10

FIRE PREVENTION

PURPOSE & OVERVIEW: The Bureau of Fire Prevention is responsible for providing fire and life safety protection to the public by ensuring fire code compliance and enforcement of the Massachusetts Fire Prevention Laws and Regulations, Building Codes related to Fire Protection and City Ordinances related to Fire Protection and Prevention. Four major functions of the Bureau are 1) to review engineered building plans for all life safety systems; 2) to perform inspections and witness testing of any installation, alteration, modification or repair to any fire alarm, sprinkler or suppression system; 3) to investigate and mitigate complaints received from the public, other City agencies and the fire suppression forces that involve fire hazard and life safety code violations; and 4) to investigate for the cause and origin of all fires.

Additional responsibilities include:

Issuance of permits as mandated by Massachusetts General Law Chapter 148 for Fire Prevention; Massachusetts State Fire Code (527CMR); and Massachusetts State Building Code (780CMR); Administering the state mandated inspection program conducted by fire suppression personnel for public and private schools, hospitals, hotels, clinics, day care centers, theaters and nursing homes; Administering the residential smoke detector and carbon monoxide compliance laws and supervising the smoke detector/carbon monoxide inspection program conducted by fire suppression personnel; Conducting inspections for Occupancy Certificates; Conducting inspections as required by the City of Cambridge License Commission; Administering the Fire Detail program as required for public safety; Administering and performing inspections mandated by state fuel storage tank regulations; Administering the annual flammable storage permits; Performing inspections of restaurants and nightclubs as part of the City Manager's License Task Force; Providing the necessary resources required for public events.

The Bureau of Fire Prevention reports directly to the Chief of Department. The Division is staffed with one Deputy Chief, two Fire Captains and two Fire Lieutenants.

- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters	769	540	800	800
2. License Commission compliance inspections	336	350	350	350
3. License Commission Task Force inspections	196	200	150	200
4. Complaint investigations	68	80	88	90
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,089	1,100	1,100	1,100

- *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	489	472	500	500
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	748	600	625	650
3. Cutting/welding operations	416	450	440	440
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	132	75	100	100
5. Storage tank compliance permits including installation, removal and safe operation	83	85	85	85

■ *GOAL 3: Conduct Fire Protection Plan reviews and assessments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Major projects and developments	15	20	20	20
2. Renovations and improvements	322	330	310	330

TRAINING DIVISION

PURPOSE & OVERVIEW: The Cambridge Fire Department Training Division's main mission is to keep all Department Firefighters and Officers as knowledgeable, skillful and capable in their performance of numerous firefighting job responsibilities as possible. These tasks must be done efficiently and safely, sometimes under very difficult situations. Knowledge and skills allow the Department members to assist Cambridge residents and visitors to our City with a very high standard of care. The Training Division must assess and evaluate which of these numerous job tasks need to be implemented into the Training Schedule for the current year.

From a Training Division perspective, some tasks must be reviewed every year. These duties and responsibilities deal with many areas of a Firefighter's job. As municipal workers, basic review of ethics laws, prevention of sexual harassment and diversity in the workplace are some of the topics reviewed annually. Department rules and regulations must be covered with all officers so they may ensure that their crew members act according to Departments' standards. The Training Division puts a strong emphasis on annual Medical Training. This is an area where constant change occurs in the delivery of services to the public. Constant repetitive training in Cardio Cerebral Resuscitation, Cardio Pulmonary Resuscitation, use of Semi-Automated External Defibrillators and patient assessment are part of the Training Division's schedule every year, as these are among the most important medical skills Department members are called upon to use on a daily basis. Numerous other medical training classes are taught throughout the year to both the Paramedic and Emergency Medical Technician levels. Another area in which all Firefighters and Officers receive annual training is in Hazardous Material Response. All Massachusetts Firefighters are trained to the Hazardous Materials Operations Response level while attending the Massachusetts Firefighting Academy. The Cambridge Fire Department Training Division ensures that all members continue to be capable of performing to this level of response efficiency or higher. This training falls in a high risk/low probability area. Training is the key to this type of response. The immediate actions of the first responding companies are extremely critical to the safe and efficient remediation of a Hazardous Materials incident. Because of the City's high profile in Biotechnology and Educational Research, training is also done at the next highest standard of Hazardous Materials Response (Technician) with the Department's Hazardous Materials Task Force.

Assessments of Fire Department firefighting skills leads to about 15 to 20 classes delivered by the Training Division to deliver to our members per year. Most of these topics come directly from the Jones and Bartlett "Fundamentals of Fire Fighter Skills" text, which is keep at each fire company's quarters for review. Use of

firefighting foams, standpipe use, pump operations, fire streams, ladder operations and search and rescue will be covered this coming year, as with other topics. Implementation of an apparatus driver training program is also on the agenda.

Plans are in place to train with the Cambridge Police on specific incident types, including explosives and radiological situations. Training sessions with both hospitals in Cambridge are once again on the agenda. Training with the Metro/Boston Urban Area Security Initiative response group for large scale incidents will include many Special Operations responses, such as hazmat, trench rescue, confined space rescue and structural collapse rescue.

Training is an important part of each and every day at the Cambridge Fire Department. Our members come to work expecting to train and learn during each tour of duty. Every Company Officer and Acting Officer knows the importance of continuously striving to make their crews better. The fire service is a dangerous career and every member of the Cambridge Fire Department understands the significance that training holds for their own and the public's safety.

FY13 GOALS:

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Cumulative number of training hours	76,140	80,000	78,000	78,000
2. Number of training hours for uniform personnel	282	325	300	300
3. Number of training bulletins issued	30	30	30	30

EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

PURPOSE & OVERVIEW: In compliance with the Superfund Amendment and Reauthorization Act (SARA-Title III), the City of Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of a handful of fully certified LEPCs in Massachusetts. In March 2010, the LEPC Office was re-named the Office of Emergency Preparedness and Coordination. The Cambridge Office of Emergency Management is now located within the Cambridge Fire Department in the Office of Emergency Preparedness and Coordination (EPAC). The transfer of responsibilities to the Cambridge Fire Department has allowed the Emergency Management functions of the City to be integrated more effectively with other public safety agencies. By placing the Emergency Management function within the Cambridge Fire Department, a more defined and focused approach has been developed, enabling public safety first responders, along with corporate

and institutional entities, to work alongside one another to prepare the city for future potential incidents. 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 that may occur. The EPAC Office performs many functions integral to successful emergency planning and response objectives. As noted, the EPAC Office performs the following functions: Coordinates the Cambridge LEPC; Collects all mandated Tier II Submittals; Coordinates the inter-agency planning and response to hazardous material/terrorism incidents; Reviews the operation of laboratory/research facilities for permitting; Conducts periodic compliance inspections of laboratory/research facilities; Investigates all hazardous material releases in the city; Works closely with Cambridge Public Health Department as well as Cambridge Police Department officials on emergency planning and response coordination; Serves as the safety officer for household hazardous waste collection days by the Department of Public Works; Works closely with the Environmental Health & Safety staff of numerous facilities in the city to ensure compliance with assorted regulations; Oversees the Student Awareness of Fire Education (SAFE) program; and Serves as the Public Relations/Public Information Office for the Cambridge Fire Department. The role of the EPAC continues to evolve in Cambridge. The influx of laboratory/research facilities into the City requires diligence, along with the ability to forge partnerships, to continually enhance the ability of the City to respond to and mitigate potentially harmful incidents. Recovery after any type of disaster is often a long and complicated process. Recent and continued emphasis on this important function through numerous training exercises and discussions will help position the city to realize more complete and timely recovery. The EPAC Office will continue to encourage greater participation in the Corporate Emergency Access System (CEAS) program, which will ensure an effective and timely response to, and recovery from, major incidents by corporate and institutional entities within the city.

- *GOAL 1:* *Conduct hazardous material awareness and operational training for all City personnel who act in a supportive role during a hazmat incident. Conduct annual Hazmat Exercise at the Emergency Operations Center.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of personnel trained	248	280	275	275
2. Number of Hazmat Exercises held	5	6	6	6

- *GOAL 2:* *Conduct fire safety programs for schools, industry, the elderly and as requested.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of fire safety programs held	351	300	300	300
2. Elderly housing residents attending fire safety programs	84	140	100	100
3. School students attending fire safety programs	2,660	2,400	2,400	2,400
4. Industry personnel attending fire safety programs	382	550	500	500
5. Total number of individuals attending all classes	3,126	2,945	2,950	2,950

- *GOAL 3:* *Continue planning for the disaster related needs of special needs facilities by arranging a site visit by a member of the Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers and healthcare facilities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of site visits	24	35	35	35

- *GOAL 4:* *Provide support to the Cambridge Auxiliary Fire Department (CAFD), including equipment, vehicles and training. Members of the CAFD respond to all multiple alarm fires and most working fires in Cambridge. They also respond to major fires in surrounding communities and respond to other incidents upon request of other departments, including the Police, Inspectional Services and Water Departments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of members of CAFD	12	10	10	12
2. Number of training sessions	49	48	48	48

TECHNICAL SERVICES

PURPOSE & OVERVIEW:

The Technical Services Division (TSD) is made up of multiple departments that share in the day-to-day maintenance and purchase of all of the apparatus and various equipment that is used by the members of the Cambridge Fire Department on a daily basis.

The TSD is responsible for the maintenance and operations of eight firehouses. This includes all of the building systems as well as the buildings' exterior.

The TSD is responsible for procurement, maintenance and calibration of the various sampling devices and meters used by the Fire Department's Hazardous Materials Team. The Cambridge Fire Department is one of three Hazardous Materials Teams in the Commonwealth.

The Motor Squad works under the direction of TSD. The Motor Squad provides repair and regular maintenance to the Department's vehicles, which range from the fire apparatus (Engines, Ladders and Rescue), small trucks (Squads and Divisions), sedans and multiple marine units. TSD also prepares specifications for the renovation of existing apparatus as well as specifications for new apparatus purchased by the Fire Department.

The Radio/Information Technology (IT) Unit works under the direction of TSD. They provide IT services to Fire Department members, including daily assistance with CAD incident reporting, scheduling software, email and other applications. They also provide support services to all City departments for two-way radios and cellular voice and data. The Unit works as part of the City's Public Safety IT Team, which is made up of IT employees from Police, Fire and Emergency Communications.

Technical Services Division is currently coordinating and managing the upgrade and replacement of the City's Motorola trunked radio system. This includes replacing all infrastructure, portables and mobiles.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,138,590	$2,248,585	LEADERSHIP	$2,270,715
$28,941,520	$28,835,115	OPERATIONS DIVISION	$29,700,070
$11,555,860	$12,762,120	SUPPORT SERVICES	$13,672,310
$42,635,970	$43,845,820		$45,643,095

PURPOSE & OVERVIEW: The Cambridge Police Department is committed to providing the citizens of Cambridge with the highest level of professional law enforcement services through community policing, building and maintaining relationships with community leaders and organizations, proactive strategies and efficient emergency responses. The Department provides this high level of service while respecting the constitutional rights of every person living in or visiting the City. Our goal is to develop and sustain viable partnerships with community members and other City agencies that will lead to improved relations and effective problem solving.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- After historic lows were recorded in 2009 and 2010, serious crime in Cambridge fell in 2011 to its lowest level since 1963. The complete 2011 Cambridge Annual Crime Report can be viewed at www.CambridgePolice.org.
- Through a partnership with the Cambridge Public Health Department and the Cambridge Prevention Coalition, the Cambridge Police Department is now an approved controlled substance collection site for residents of the City of Cambridge. The Prescription Drop Box is located in the lobby of the Police Department, which is open 24/7. This initiative has many benefits including: preventing children and animals from being poisoned as a result of finding and ingesting unused drugs, preventing the drugs from being scavenged and illegally sold, and preventing these environmental toxins from being flushed down the toilet or sink causing the toxins to contaminate our drinking water and soil. The Department also collaborates with the Department of Public Works during Household Hazardous Waste Collection Days to offer the prescription collection program off site. In 2011, we collected and properly disposed of over 2,000 prescriptions. In addition, the Department participated in the National Drug Take Back Day sponsored by the Department of Justice Drug Enforcement Agency.
- The Department, in partnership with the Massachusetts Attorney General's Office, North American Family Institute (NAFI), Department of Human Service Programs (DHSP) and the Cambridge Housing Authority, successfully launched a six-session pilot program aimed to take disengaged and at-risk female teenagers and help them build trust in law enforcement and reduce their likelihood of delinquency. This pilot program was part of the Attorney General's Project YES Partnerships and focused on teenage girls living in North Cambridge. This program consisted of community and team building exercises, problem solving activities and reality-based training scenarios geared towards breaking down barriers, stereotypes and biases. Police Officers and the DHSP Community Liaison worked with participants to engage them in civic life while enhancing trust in public safety.

- In collaboration with many City departments, the Police Department assisted with the launch of the Cambridge Alert Network. This service encompasses the three main alert networks provided by the City to provide up to date information on various issues. The Alert Network includes CodeRed, Citizen Observer and Cambridge E-Line. Code Red is the newest addition to the Cambridge Alert Network, which is an emergency notification to subscribers via email, text and phone calls. Cambridge land lines will automatically receive emergency notifications by phone, but everyone is encouraged to enroll online with their cell phone number and email address as well. This service is used in the event of emergencies affecting the City, such as snow emergencies, evacuations, large-scale water outages or other significant service disruptions. To subscribe or learn more about the Cambridge Alert Network, please visits www.CambridgeMA.gov/AlertNetwork.
- To better serve the community, the Cambridge Police Department consistently reviews the feedback that we receive through our quality of assessment forms. In the past, these forms were filled out by randomly selected citizens who had encounters with the police, however, this past year we have worked to increase the availability of the assessment forms to all citizens of Cambridge by providing an online survey and by providing surveys in all public libraries. Our Criminal Investigation Section also performs assessments of citizen satisfaction to determine the level of satisfaction on the performance of our detectives. The Department continues to focus on providing support to victims of crime in an effort to improve the quality of life for residents. In FY11, the Criminal Investigations Section received a 96% favorable evaluation of Detectives' responsiveness. For additional information on the Quality of Service Assessments, please refer to Figure 4.
- In FY12, the Cambridge Police Department was awarded the FY11 Smart Policing Initiative: Smart Policing Innovation grant in the amount of $299,668 through the Department of Justice Bureau of Justice Assistance. Through a partnership with 16 other agencies, the Smart Policing Initiative focuses on evidence-based, data driven and problem oriented policing. Using the funds provided, the Department is attempting to explain the variation of crime at specific locations and places in an effort to develop models to help interpret the effects of police performance with the intent of improving the prevention and intervention efforts of officers. This initiative is in collaboration with Somerville and Everett Police departments.
- The Department continues to increase its community engagement and involvement through the participation of several initiatives. In FY12, the Department, in collaboration with the Department of Human Services Youth Programs and the Cambridge Housing Authority, participated in the Door-to-Door Outreach Campaign. This initiative resulted in over 2,500 residents being visited by DHSP Staff, Police Officers and the Center for Families Staff to provide information on upcoming programs and resources within the community. In most instances, each Door-to-Door Campaign was in conjunction with an upcoming community event, such as Hoops 'N' Health, Danehy Park Family Day and Cambridge Housing Authority sponsored events. In addition, the Department completed our most successful Secret Santa Program for local senior citizens. Through donations from several local businesses and residents, and with the help of over 30 volunteers, the Department delivered over 400 Secret Santa gift baskets to seniors throughout the City during the holiday season.

2011 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crimes reported to police. The offenses included are the violent crimes of murder, rape, robbery and aggravated assault, as well as the property crimes of burglary, larceny and auto theft. The Crime Index was developed by the FBI's Uniform Crime Reporting program with the purpose of standardizing the way in which law enforcement agencies report crime statistics.

Table 1: Crime Index

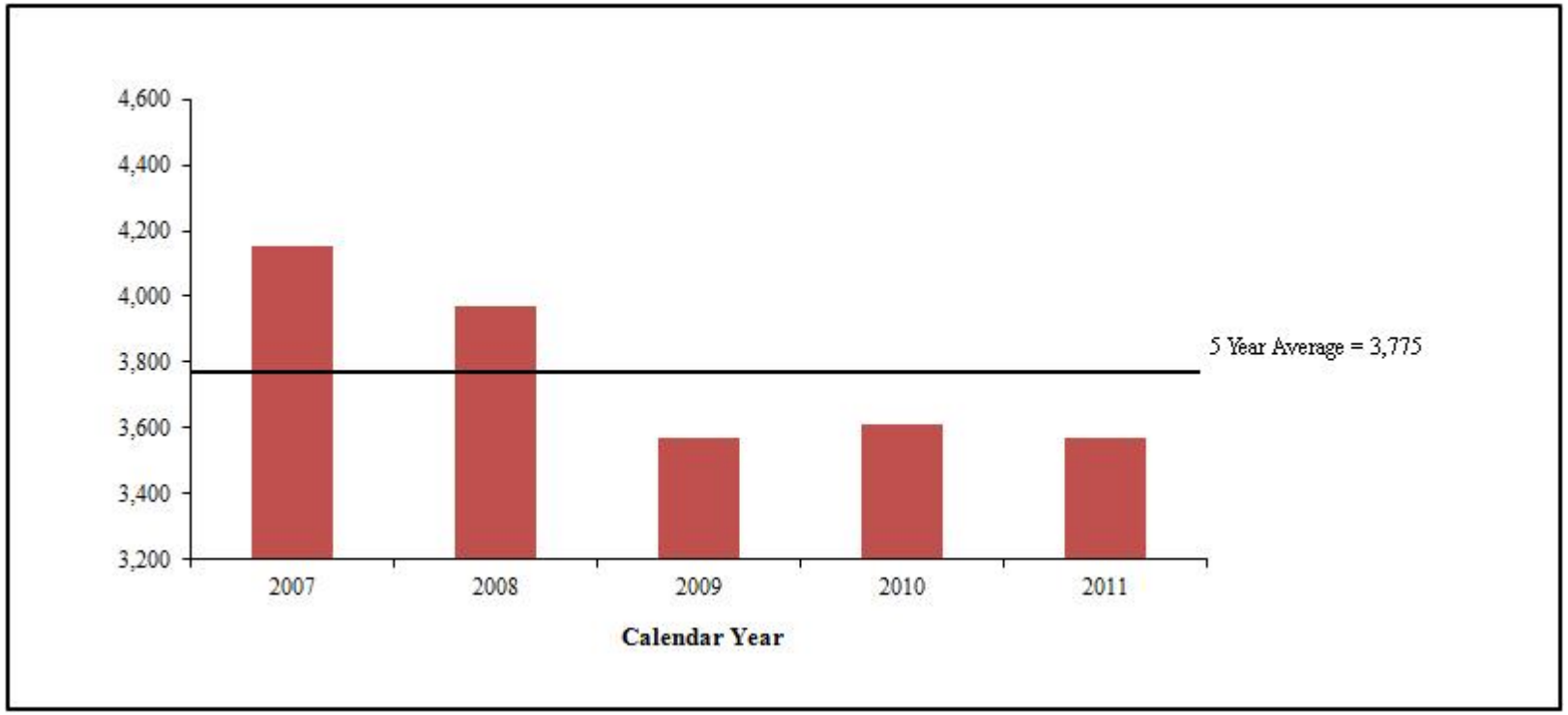
The table below identifies selected offenses comparing the 2010 to 2011 Crime Index.

Crime	2010 Jan.-Dec.	2011 Jan.-Dec.	Percentage Change
Murder	**0**	**5**	**Incalculable**
Rape	**23**	**23**	**0%**
Robbery	**163**	**147**	**-10%**
Commercial	22	34	**55%**
Street	141	113	**-20%**
Aggravated Assault	**251**	**261**	**4%**
Total Violent	**437**	**436**	**0%**
Burglary	**453**	**520**	**15%**
Commercial	87	84	**-3%**
Residential	366	436	**19%**
Larceny	**2,555**	**2,453**	**-4%**
From Building	393	433	**10%**
Motor Vehicle	784	639	**-18%**
From Person	342	320	**-6%**
Of Bicycle	380	370	**-3%**
Shoplifting	365	352	**-4%**
From Residence	192	234	**22%**
Of MV Plate	43	43	**0%**
Of Services	31	25	**-19%**
Misc.	25	37	**48%**
Auto Theft	**169**	**158**	**-7%**
Total Property Crime	**3,177**	**3,131**	**-1%**
Crime Index Total	**3,614**	**3,567**	**-1%**

The 3,567 serious crimes recorded in Cambridge in 2011 is the lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. This number corresponds to a decrease of 1% below the number reported in 2010, representing 47 fewer incidents. Property crime dropped 1%, with reductions in larceny and auto theft. Violent crime dropped by only one incident, with a decrease reported in robbery and increases reported in murder and aggravated assault. The violent crime total of 436 incidents in 2011 is the second lowest violent crime total Cambridge has experienced in over 25 years. After 20 months without a single murder in Cambridge, five individuals were murdered in the City in 2011. Despite this total being higher than the average of two per year that Cambridge typically sees, this is still well below the national murder average of 10 per year in cities of 100,000 people. It should be noted that four of the five murders reported in Cambridge in 2011 were domestic incidents that were cleared either by arrest or by the suicide of the assailant.

Figure 1: Historical Trends for Total Crime Index

The total crime index reported in 2011 was the lowest total reported in the City of Cambridge in over 40 years. This total of 3,567 incidents is well below the five-year average of 3,775.



NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge's 2010 Index Crimes per 100,000 residents to crime totals nationwide indicates that Cambridge ranked below the national average for almost all of the index crimes. When ranked in order of total crimes, Cambridge ranked slightly below the average compared to other cities of similar size.

Table 2: 2010 Crimes Per 100,000 Residents in Cities of 100,000-110,000 People, Nationwide

The table reflects selected cities with populations between 100,000-110,000 nationwide and total crimes reported. (Data source: Crime in the United States 2010, U.S. Department of Justice - F.B.I.)

City	*Murder*	*Rape*	*Robbery*	*Assault*	*Burglary*	*Larceny*	*Auto Theft*	*Total*
Edison Township, NJ	2	5	52	82	334	1,220	155	1,850
Carlsbad, CA	0	20	41	134	399	1,313	108	2,015
Daly City, CA	2	9	105	134	332	1,152	320	2,054
Amherst Town, NY	2	8	33	76	218	1,801	47	2,185
Temecula, CA	2	3	42	27	535	1,642	174	2,425
Norwalk, CA	4	14	159	272	438	1,040	594	2,521
Elgin, IL	4	86	99	166	425	1,653	108	2,541
Arvada, CO	1	30	28	76	386	2,123	207	2,851
Burbank, CA	0	13	98	110	478	1,933	276	2,908
Green Bay, WI	2	54	67	247	568	1,917	110	2,965
Palm Bay, FL	4	19	60	438	740	1,622	98	2,981
West Jordan, UT	1	37	54	165	469	2,410	224	3,360
Westminster, CO	1	34	48	148	529	2,395	326	3,481
Cambridge, MA	**0**	**23**	**163**	**251**	**453**	**2,555**	**169**	**3,614**
Ventura, CA	3	16	108	136	652	2,654	152	3,721
Fairfield, CA	8	18	185	291	757	2,169	469	3,897
Erie, PA	12	78	173	228	1,106	2,245	139	3,981
Midland, TX	2	44	65	296	893	2,558	148	4,006
Odessa, TX	3	36	96	591	824	2,508	191	4,249
Manchester, NH	1	62	154	327	907	2,687	160	4,298
Average	**6**	**38**	**178**	**347**	**970**	**2,532**	**327**	**4,399**
Gresham, OR	7	42	176	245	674	2,714	667	4,525
Lowell, MA	1	51	190	949	893	2,285	406	4,775
Waterbury, CT	5	6	176	179	781	3,441	424	5,012
Clearwater, FL	5	35	245	490	777	3,360	201	5,113

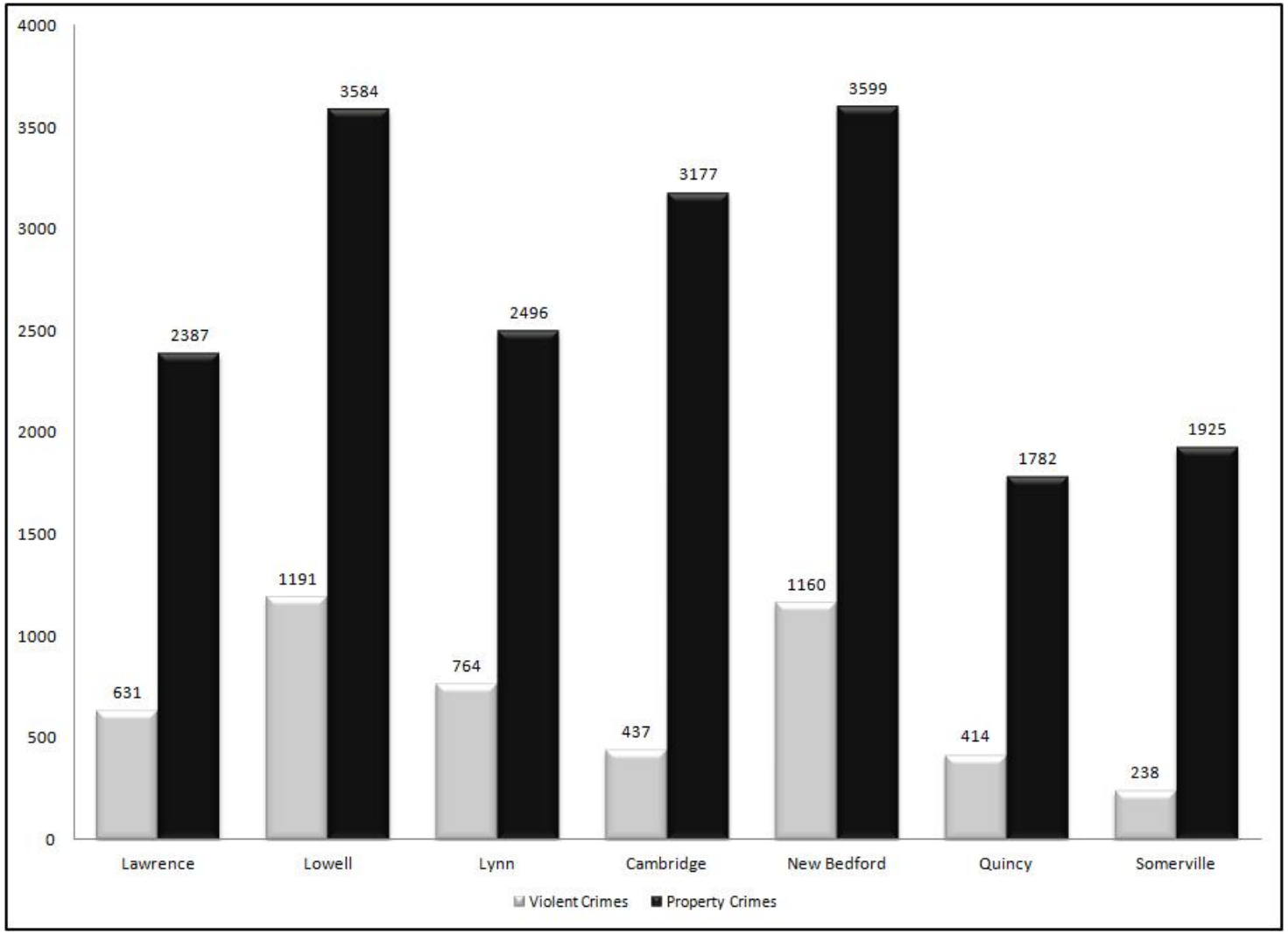
Table 2: Continued

Murfreesboro, TN	5	37	151	410	1,310	3,144	156	5,213
High Point, NC	2	28	220	358	1,313	3,346	220	5,487
Davenport, IA	2	59	209	595	1,148	3,521	225	5,759
Wichita Falls, TX	7	44	133	279	1,317	3,710	287	5,777
Richmond, CA	21	44	405	706	1,521	1,506	1,596	5,799
Allentown, PA	9	67	460	196	1,327	3,345	417	5,821
West Palm Beach, FL	19	49	264	457	1,246	3,415	391	5,841
Pueblo, CO	1	30	157	697	1,622	2,899	451	5,857
Wilmington, NC	5	47	282	390	1,447	3,781	478	6,430
Berkeley, CA	5	23	365	140	1,088	4,240	615	6,476
South Bend, IN	6	52	339	349	2,216	3,411	302	6,675
Beaumont, TX	10	65	312	513	1,611	4,041	289	6,841
Flint, MI	53	92	670	1597	3,648	1,936	653	8,649

For additional crime reporting statistics, please visit our website at www.CambridgePolice.org to view the 2011 Annual Crime Report available online.

Figure 2: Regional Crime Comparison - 2010

The chart below reflects a crime comparison among regional communities by violent and property crime. The crime information is based on 2010 data because official data for 2011 is not yet available.

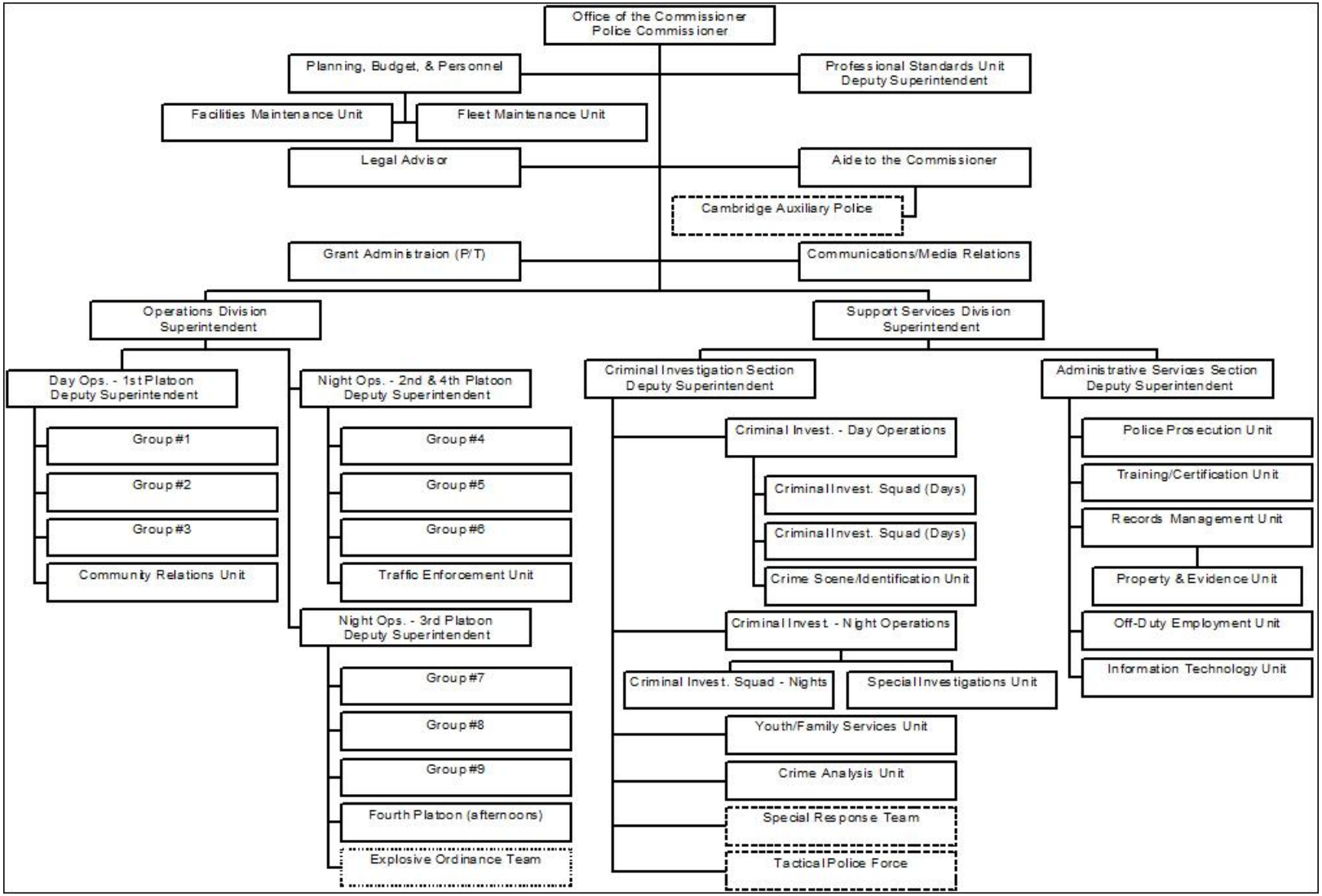


FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$39,922,845**
Real Estate Taxes	$39,922,845	
CHARGES FOR SERVICES		**$1,563,355**
Parking Fund Parking Usage	$1,116,355	
Photocopy/Reproduction	$6,000	
Towing Surcharge	$75,000	
Police Detail Surcharge	$350,000	
Police Agency Fee	$16,000	
LICENSES AND PERMITS		**$124,965**
Street Obstruction Permits	$122,065	
Sunday Permits	$500	
Firearms I.D.	$400	
Revolver Permit	$2,000	
FINES & FORFEITS		**$3,134,425**
Parking Fines	$2,603,425	
Moving Violations	$475,000	
False Alarm Ordinance Fee	$50,000	
Bicycle Fines	$6,000	
INTERGOVERNMENTAL REVENUE		**$856,605**
State Cherry Sheet Revenue	$856,605	
MISCELLANEOUS REVENUE		**$40,900**
Overtime Reimbursement	$37,000	
Misc Reimbursement	$3,900	
TOTAL FY13 BUDGETED REVENUE		**$45,643,095**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$42,833,645**
OTHER ORDINARY MAINTENANCE	**$2,125,850**
TRAVEL & TRAINING	**$291,500**
EXTRAORDINARY EXPENDITURES	**$392,100**
TOTAL FY13 BUDGETED EXPENDITURES	**$45,643,095**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	311	**311**	**311**

Cambridge Police Department Organizational Chart



ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$903,800	$834,835	COMMISSIONER'S OFFICE	$780,725
$612,590	$607,075	PLANNING, BUDGET & PERSONNEL	$654,275
$622,200	$806,675	PROFESSIONAL STANDARDS	$835,715
$2,138,590	$2,248,585		$2,270,715

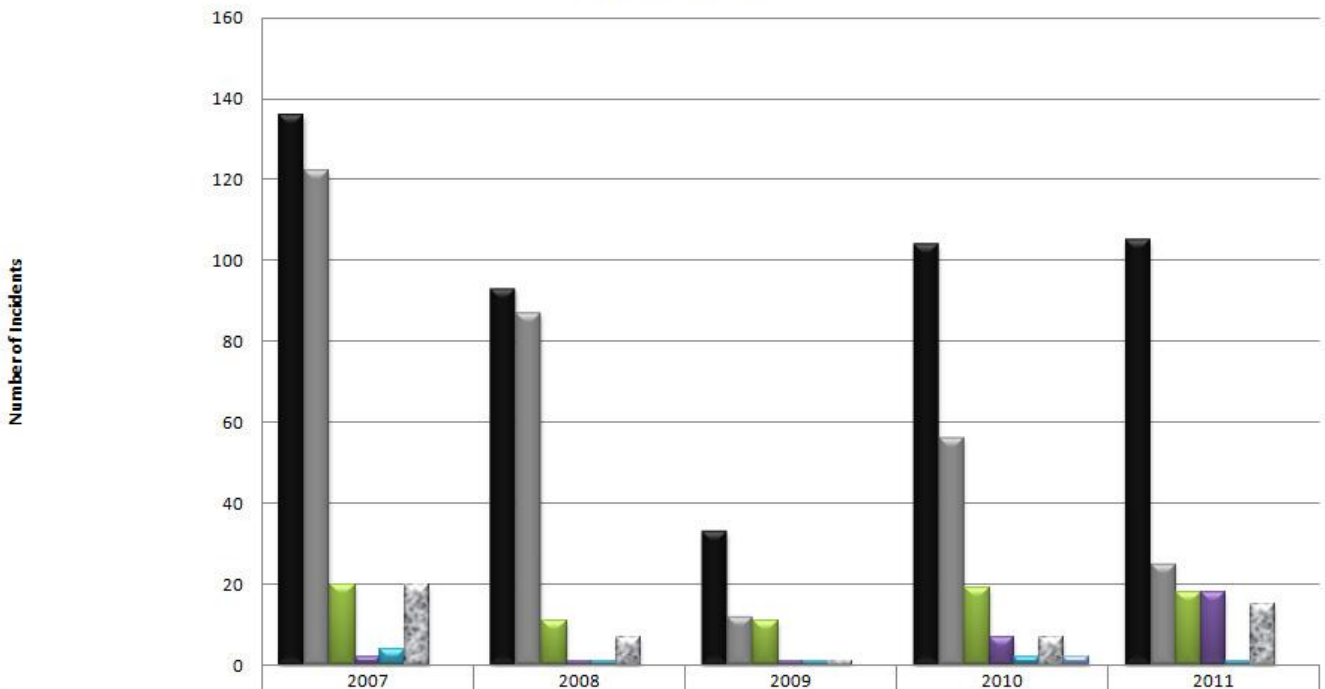
PURPOSE & OVERVIEW: The duties and responsibilities of the Office of the Commissioner consist of a range of tasks necessary for the effective operation of the Police Department and planning for the future. Investigations into citizen complaints about the conduct of Police Officers, staff investigations and proactive communication regarding Police Officer performance remain the primary responsibilities of the Professional Standards Unit. As the Department strives to improve, this unit conducts various audits and inspections of its procedures, monitors compliance with Department policies and requirements, and assesses the quality of service that the Department provides. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City. This includes all Police, Fire and Emergency Communication Dispatcher applicants. The Legal Advisor assists the Commissioner with policy development, researches legal issues in law enforcement, provides training on legal updates and monitors compliance in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations for the Department and distributing the Department's daily public log, citizen alerts and neighborhood specific crime reports. The Department has a goal of being as transparent as possible with the community and this office has greatly improved our ability to do that by increasing the Department's communication through social media, such as Twitter, Facebook and the MyPD app. The Planning, Budget & Personnel Office's primary responsibilities are to support the Commissioner in maintaining sound hiring practices, budget preparation, providing strategies for project management of Department initiatives, as well as planning and reinforcing our system of accountability. One of our major goals for the next few years is completion of a refocused strategic plan for the future, which will ultimately improve the quality of service to citizens, position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizens of Cambridge.

Over the past year, the Department has implemented a wider application of community policing by developing enhanced partnerships with various neighborhood and business groups. Additionally, the Department worked to alter its deployment strategies and, through the collective efforts of the entire Department, changed its modality of policing within the City. Through the use of crime data and calls for service, we undertook a blended approach, deploying more resources through a variety of different methods. We continue to look for ways to increase police presence throughout the city. We rely more on walking officers and deploy additional officers on bicycles during the warmer months. These deployment assignments continued the "Safe Parks" initiative, which utilizes foot patrols and bicycle patrols during the summer months, to ensure public safety in the parks and to report safety concerns such as broken lights, excess litter and broken equipment to appropriate departments. In addition, officers deployed on bicycles attended community events, summer sports leagues and summer camp programs. This approach enhanced communication with our residents who operate businesses, work, attend school and visit the city.

In an effort to improve accountability and reduce the risks to the City of Cambridge, the Commissioner felt it necessary to expand and clarify reporting regarding all instances of use of force. Use of Force Reports allow the Commissioner to monitor the number of incidents by individual officer, geographic area and organizational unit. The reports provide a basis for periodic administrative review to determine whether proper procedure is being followed in instances where force is used. Analysis of use of force by police is regularly discussed in Criminal Justice agencies and academia; however, it is very difficult to obtain a consistent sample because different law enforcement agencies capture and define use of force incidents differently.

In 2011, the Cambridge Police Department responded to over 100,000 calls for service. Throughout 2011, there were 182 reported incidents where force was used, falling from the previous year's report of 197 incidents. The majority of these incidents occurred on the lower end of the force spectrum, involving grabbing or tugging a suspect in order to apply handcuffs. For the purpose of the chart below, the Department counted each type of force employed when an incident occurred, where multiple types of force were used.

Figure 3: Use of Force Reporting Over the Past Five Years
The chart below indicates the Department's reporting for all use of force incidents by type of force utilized.



	2007	2008	2009	2010	2011
Hands on	136	93	33	104	105
Prone Handcuff/ Takedown	122	87	12	56	25
O.C Spray	20	11	11	19	18
PR24 (baton)	2	1	1	7	18
Knee Strike	4	1	1	2	1
Firearm Pointing	20	7	1	7	15
Firearm Discharge	0	0	0	2	0

*In FY10, the two incidents of firearm usage were in relation to animals. In addition, the Department saw a significant decrease in prone handcuffing/takedown. This reduction may be attributed to the Department's enhanced de-escalation techniques taught during our annual training program, as well as voluntary compliance.

FY13 GOALS:

- *GOAL 1:* *Enhance access to information for residents on neighborhood crime, prevention methods and improve communication between the community and the Police Department in order to more effectively communicate information to, and receive information from, the community. With the introduction of new technology such as Citizen Observer, BridgeStat, the MyPD smartphone application, social media (Facebook and Twitter), and web access to the daily public log, community leaders, neighborhood residents and law enforcement agencies can exchange information regarding current problems to ensure neighborhood integrity.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of tips received through Citizen Observer	13	n/a	14	16
2. Number of tips received through email on CPD website (www.CambridgePolice.org)	n/a	n/a	20	30
3. Number of anonymous tips received through the Anonymous Crime/ Drug Tip Hotline	66	n/a	40	40
4. Number of tips received through MyPD Smartphone app*	n/a	n/a	20	30
5. Number of subscribers to Citizen Observer	4,251	n/a	5,500	7,000
6. Number of Business Community Alerts through the Citizen Observer	0	40	20	20
7. Number of Community Alerts through Citizen Observer	97	100	125	130
8. Number of residents who have interacted with the Cambridge Police Department on Facebook	707	800	1,200	2,000
9. Number of residents following the Cambridge Police Department on Twitter	1,036	800	1,700	2,500
*The Cambridge Police Department did not have access to the MyPD Smartphone app in FY11				

Figure 4: Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports in FY06, FY07, FY08, FY09, FY10 and FY11. The percentages listed vary depending upon who responds to the surveys, as opposed to a scientific survey that would more accurately reflect the overall opinions of all customers interacting with the Cambridge Police Department. Percentages include those responses rating each service as excellent, good or average.

Type of Service Rated	FY06	FY07	FY08	FY09	FY10	FY11	% Change (FY06-FY11)
Response of Call Taker	93%	85%	87%	93%	91%	95%	2%
Timeliness of Officer Response	96%	84%	87%	93%	94%	95%	-1%
Officer 's Response to Questions	95%	95%	97%	96%	97%	98%	3%
Professionalism of Officer Conduct	96%	97%	99%	87%	98%	98%	2%
Percentage of Cases Followed up by Detectives	64%	57%	58%	67%	85%	82%	18%
Responsiveness of Detective	87%	51%	53%	59%	92%	96%	9%
Overall Response by Department	89%	78%	94%	90%	91%	89%	0%

- *GOAL 2:* *Improve relationships with the community by continuously assessing the level of service provided by the Department. These assessments will be undertaken using proactive, reactive and collaborative efforts. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence relationship between the police and the community.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of respondents who positively rated the professionalism of officer's conduct	98%	n/a	93%	100%
2. Percentage of respondents who positively rated the overall response of the Police Department	89%	n/a	90%	100%
3. Percent of incidents where force was used	15%	n/a	13%	10%
4. Number of citizen complaints	11	n/a	9	5

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$6,499,355	$7,178,300	DAY PATROL	$7,128,580
$15,760,805	$16,153,750	NIGHT PATROL	$17,329,485
$2,625,870	$2,481,270	TRAFFIC	$2,699,195
$119,695	$200,100	COMMUNICATIONS	$195,100
$3,398,255	$2,267,685	COMMUNITY RELATIONS	$1,758,550
$505,985	$479,020	SCHOOL CROSSING	$514,160
$31,555	$74,990	TACTICAL OPERATIONS	$75,000
$28,941,520	$28,835,115		$29,700,070

PURPOSE & OVERVIEW: As the Department's primary and most visible staff resource, the Operations Division is responsible for suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity and maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Traffic Enforcement, Community Relations and Tactical Operations. The Day and Night Patrols perform the essential duties of responding to all calls for service. Police Officers are assigned throughout the City to increase visibility, enforce the laws of the Commonwealth and foster positive relationships with community members. The function of the Community Relations Unit is to elicit community participation in identifying problems and collaborative resolutions while working to strengthen and improve neighborhood relations. The Community Relations Unit was recently configured to focus on specific disciplines to address issues affecting the quality of life of residents, such a homeless outreach, senior citizen outreach, youth, business and community outreach as well as crime prevention programs. The Department has designated two officers as Homeless Outreach Officers to assist the community and homeless population with issues that arise as a result of homelessness. The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing by conveying information to the community as well as transmitting concerns from citizens to the Department. The Bicycle Patrol Unit patrols various areas of the City and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The Traffic Enforcement Unit performs specific assignments relating to truck restrictions, traffic related issues, pedestrian and bicyclist safety and parking enforcement. In addition, the Traffic Enforcement Unit conducts mobilizations to impact driver awareness and safety as well as providing dignitary protection to officials visiting the City. Traffic Supervisors are responsible for the safety of school children at various intersections and crossings throughout the City. One of the major goals for the Operations Division is to educate citizens and the business community of Cambridge about crime prevention techniques and safety tips, in an effort to provide a safe and comfortable environment to all residents and visitors.

The Tactical Operations Unit is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordinance Unit (EOU) and Hostage Negotiation Team. The SRT is a highly trained and highly disciplined tactical team that is able and prepared to respond to any major crisis within the City. SRT's primary mission is to resolve high-risk incidents, with a minimal loss of human life. Some of these incidents include hostage situations, high-risk search and arrest warrants, barricaded suspects and any other situations deemed appropriate. The primary role of the TPF is to respond safely to incidents of civil disobedience, which

include but are not limited to riots, protests and any other situation where citizen unrest may result. Officers of the TPF are trained in special tactics to control and calm large crowds. The primary mission of the EOU is to ensure the safety of City residents in an explosive-related incident. Members are responsible for handling, transporting and rendering safe all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the Department has skilled officers with specialized training to combat any type of crime, the Cambridge Police Department is committed to reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

FY13 GOALS:

- *GOAL 1:* *Provide a professional standard of law enforcement services to the citizens of Cambridge through suppression and prevention of crime and apprehension of offenders. Equally important is the fostering of trust and relationships between officers and the community and addressing the quality of life issues most affecting that community.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Part 1 crimes reported*	3,529	n/a	3,200	3,200
2. Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest or increased police presence that moves the pattern out of the area.	14	n/a	14	12
3. Percentage of citizen inquiries that result in citizen complaints	5%	n/a	5%	5%
*Traditional Uniform Crime Reporting (UCR) guidelines track eight "Index Crimes," known as Part 1 Crimes. The UCR system includes crimes that are most likely to be reported and occur with sufficient frequency to provide an adequate basis for comparison				

Figure 5: Selected Serious Crimes for Calendar Year 2010 v. 2011

Three of the four selected serious crimes in Figure 5 experienced decreases in 2011. Robberies showed the most dramatic decrease, with a 10% decrease overall. Although commercial robberies registered an increase of 55%, or 12 incidents, street robberies registered a decrease of 20%. The number of auto thefts in the City decreased in 2011 by 7%. To date, approximately 63% of stolen cars have been recovered, which is down slightly from the 70% recovered in 2010. In 2011, the city experienced a 4% decrease in the total number of larcenies, with a resulting decrease of over 100 incidents. Contributing to this decrease was the number of larcenies from motor vehicles, which decreased by 18%, or 145 fewer incidents. After historically low residential burglary rates in 2009 and 2010, the city experienced a 19% increase in residential burglaries in 2011. As a result, burglary of all types was the only serious crime to show an increase in 2011, with a 15% rise.

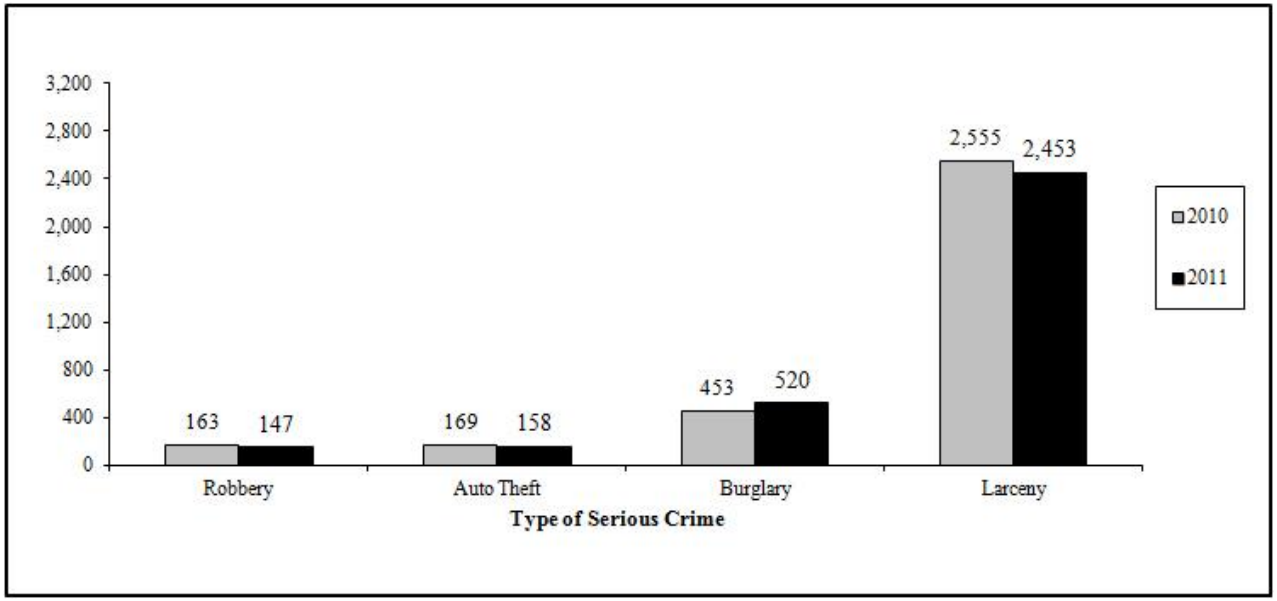


Figure 6 (a): Calendar Year 2010 v. 2011 Breakdown of Robberies by Type

In 2011, robberies in Cambridge decreased by 10% compared to 2010. Street robberies contributed to this overall drop with a decrease of 28 incidents, or 20%. Despite this decrease, the thefts of high-end cell phones and laptops continued to fuel the street robbery numbers. Commercial robberies increased by 55%, with 34 incidents in 2011 compared to 22 incidents in 2010. Banks and convenience stores were the most common targets for commercial robberies.

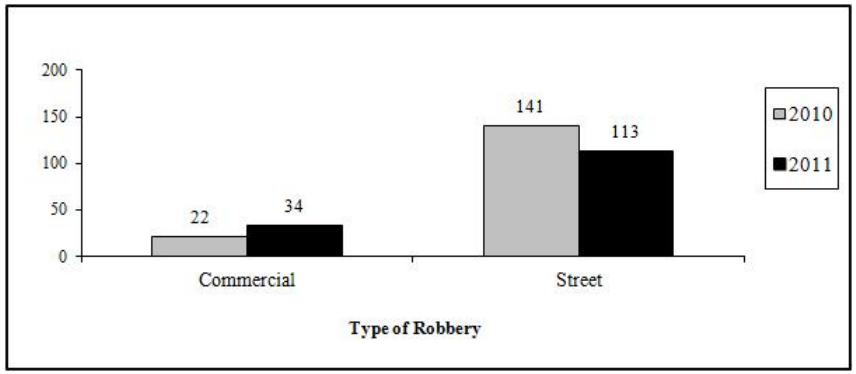


Figure 6 (b): Calendar Year 2010 v. 2011 Burglaries by Type

Burglaries increased by 15% in 2011, due to a 19% increase in residential burglaries (also known as housebreaks). There were 436 housebreaks reported in Cambridge in 2011, compared to 366 housebreaks reported in 2010. A number of patterns emerged throughout the year, the most notable of which took place during the late winter and spring in the neighborhoods bordering Central Square (Area 4, Cambridgeport, Mid-Cambridge and Riverside). Commercial burglaries dropped by three incidents, or 3%, with no significant patterns developing during the year.

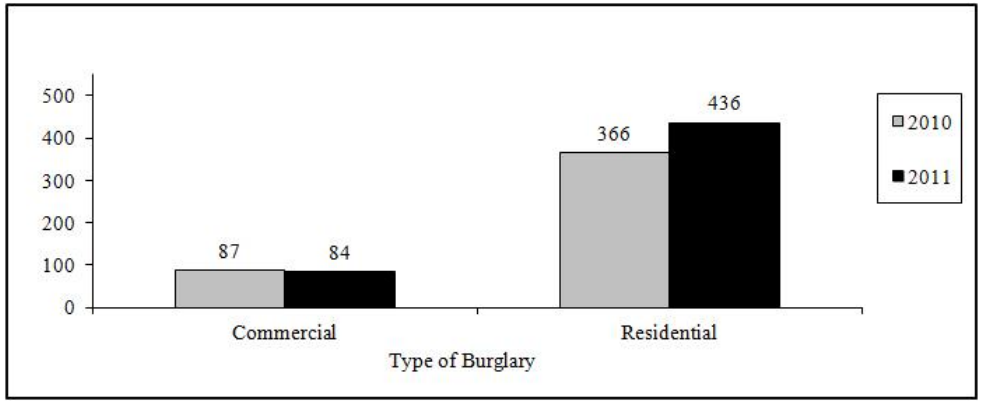
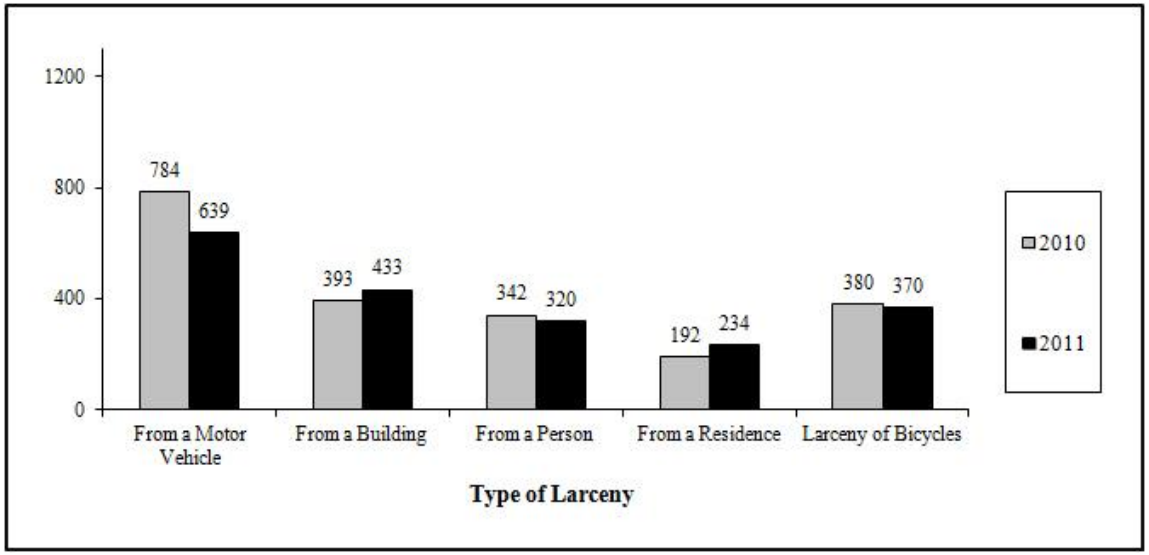


Figure 7: Calendar Year 2010 v. 2011 Breakdown of Larcenies by Type

Larceny decreased by 4% in 2011. This decrease can be attributed to a 3% drop in larcenies of bicycles, a 6% drop in larcenies from the person, and an 18% drop in larcenies from motor vehicles (LMVs). LMVs experienced one of the most notable numerical decreases of any crime in 2011, with 145 fewer incidents reported. Since 2007, LMVs have steadily decreased by 13-18% each year. Two types of larceny experienced notable increases in 2011, larcenies from residences and larcenies from buildings, which rose 22% and 10%, respectively.



The increase in larcenies from residences was due almost exclusively to a 53% rise in package thefts from front steps and vestibules of residences throughout the City, most notably during the 2011 holiday season (November and December). There were almost as many package thefts reported during those months (43 thefts) as there were during the entire year in 2010 (45 thefts). Both Somerville and Cambridge arrested suspects in connection with some of these thefts and the incidents dropped off considerably at the year's end. In addition, bicycle larcenies show a 3% decrease from the previous year, however arrests for this crime increased in 2011 compared to last year.

For additional statistics, please visit our website at www.CambridgePolice.org to view the complete 2011 Annual Crime Report and our monthly BridgeStat Bulletin, which is available online the 1st Friday of every month.

- *GOAL 2:* *Provide the highest level of law enforcement and public safety services to the motorists, pedestrians and bicyclists who reside, work or visit the City of Cambridge.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of assignments for units at high accident locations citywide	5,463	6,000	5,000	5,000
2. Number of accidents at identified high accident locations	185	n/a	200	200
3. Number of assignments for bicycle violations	2,291	2,000	2,000	2,000
4. Number of bicycle citations issued	226	n/a	1,300	1,500
5. Number of bicycle accidents citywide	173	n/a	200	180
6. Number of assignments for deployment of units for the enforcement of red light violations citywide	6,040	3,500	5,000	5,000
7. Number of written citations for red light violations	2,006	n/a	4,600	5,000
8. Number of crosswalk violations citywide	5,667	5,000	5,000	5,000

- *GOAL 3:* *Increase neighborhood presence by focusing attention on locations where quality of life issues and concerns are most prevalent. This will be accomplished 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 issues that are most prevalent to the community).*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of noise complaints answered by Patrol	1,374	n/a	1,200	1,100

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
2. Number of leaf blower violations	20	n/a	10	10
3. Number of physical disorder complaints answered by the Police in cooperation with other City departments	2,580	n/a	2,000	2,000
4. Number of calls for service for drinking in public that result in an arrest or a complaint	1,568	n/a	1,000	900

Figure 8: Reportable Motor Vehicle Accidents
The chart below reflects a comparison of reportable motor vehicle accidents from 2008 to 2011 by type of accident.

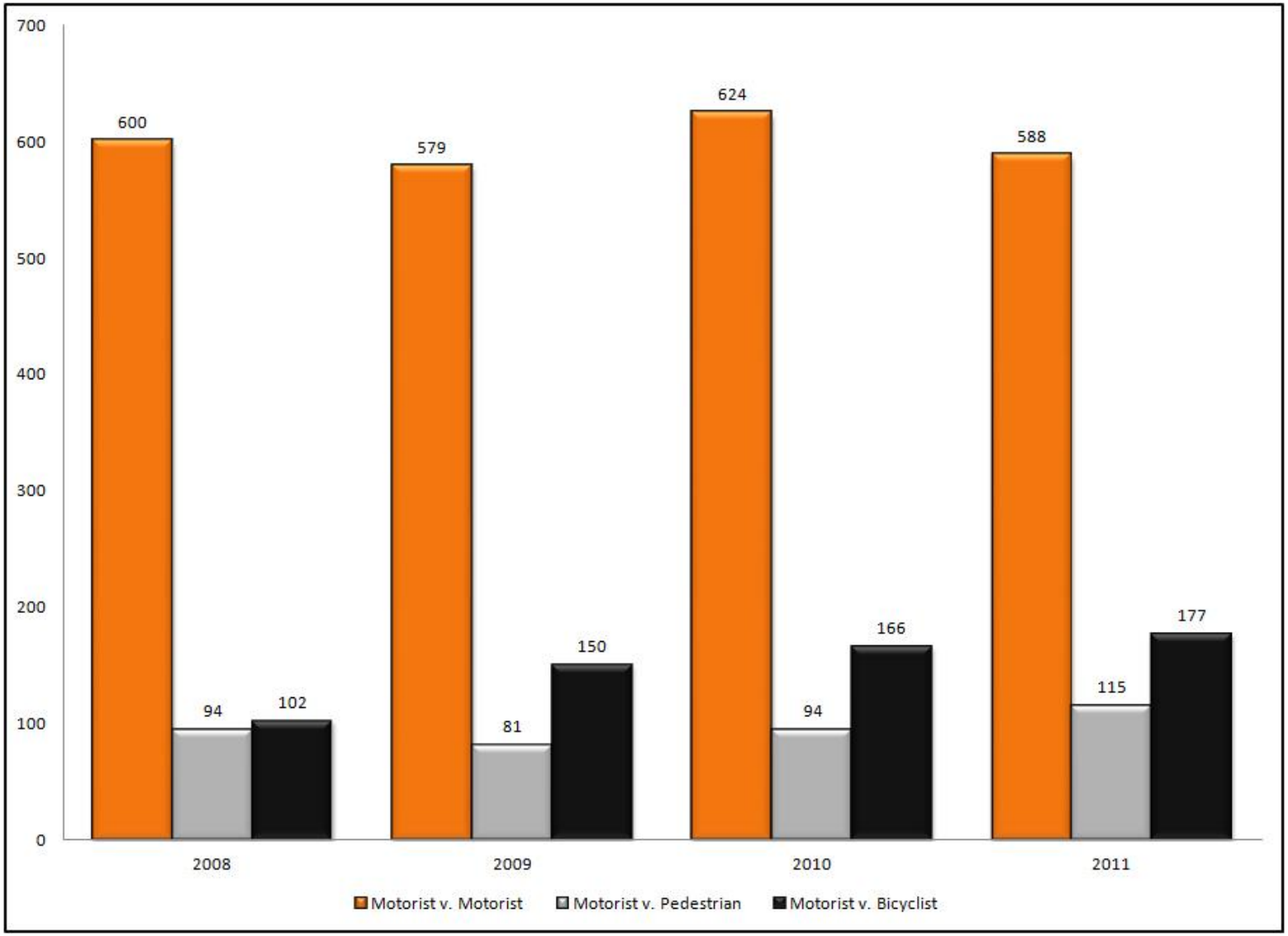


Figure 9: Analysis of Accidents at Strategic Impact Traffic Enforcement Locations

The chart below reflects the Department's effort to reduce motor vehicle accidents by strategic impact traffic enforcement at high accident locations. As a result of this initiative, there was a significant decrease in accidents in these identified locations when compared to the 2000 - 2008 period.

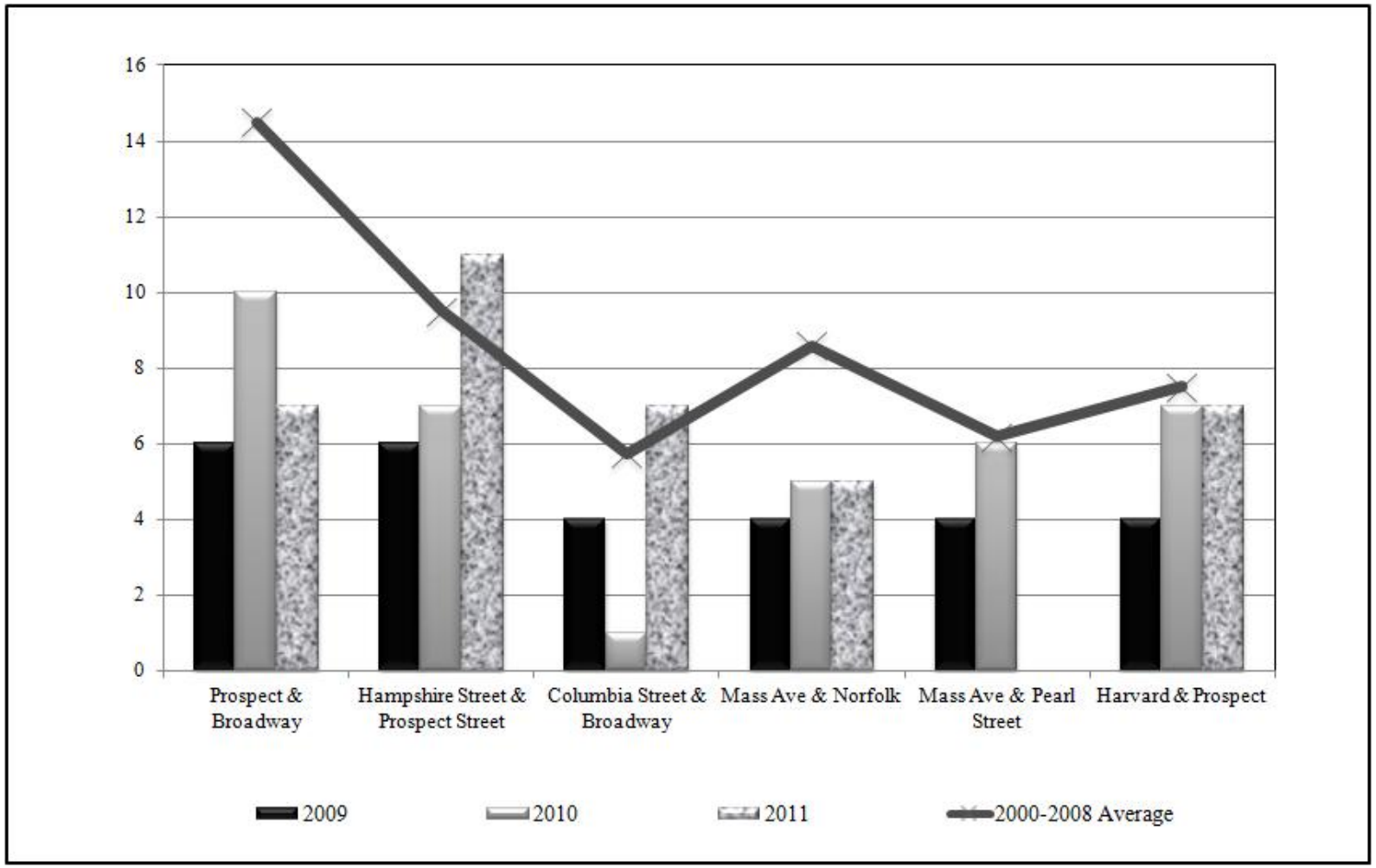
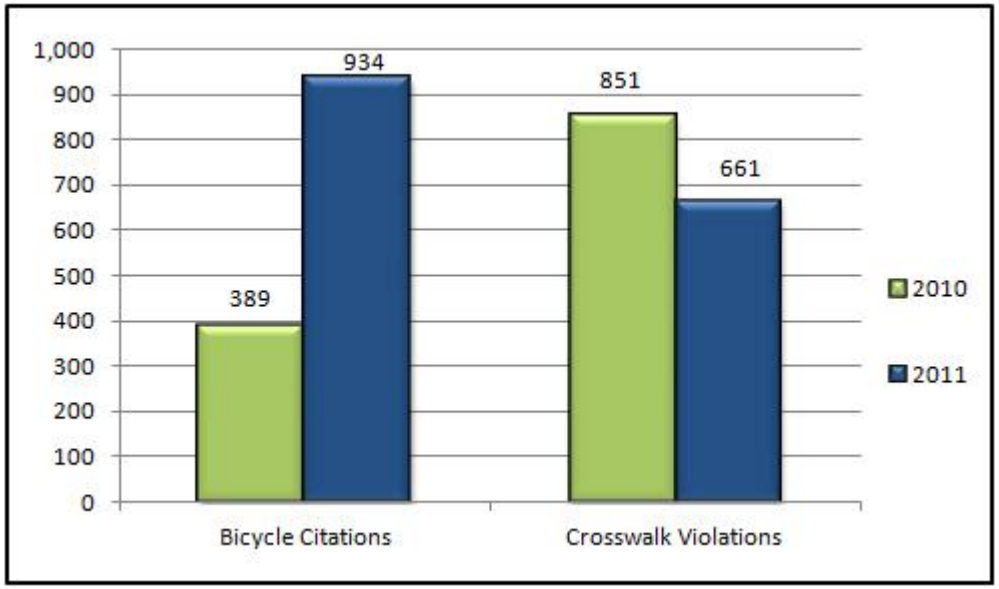
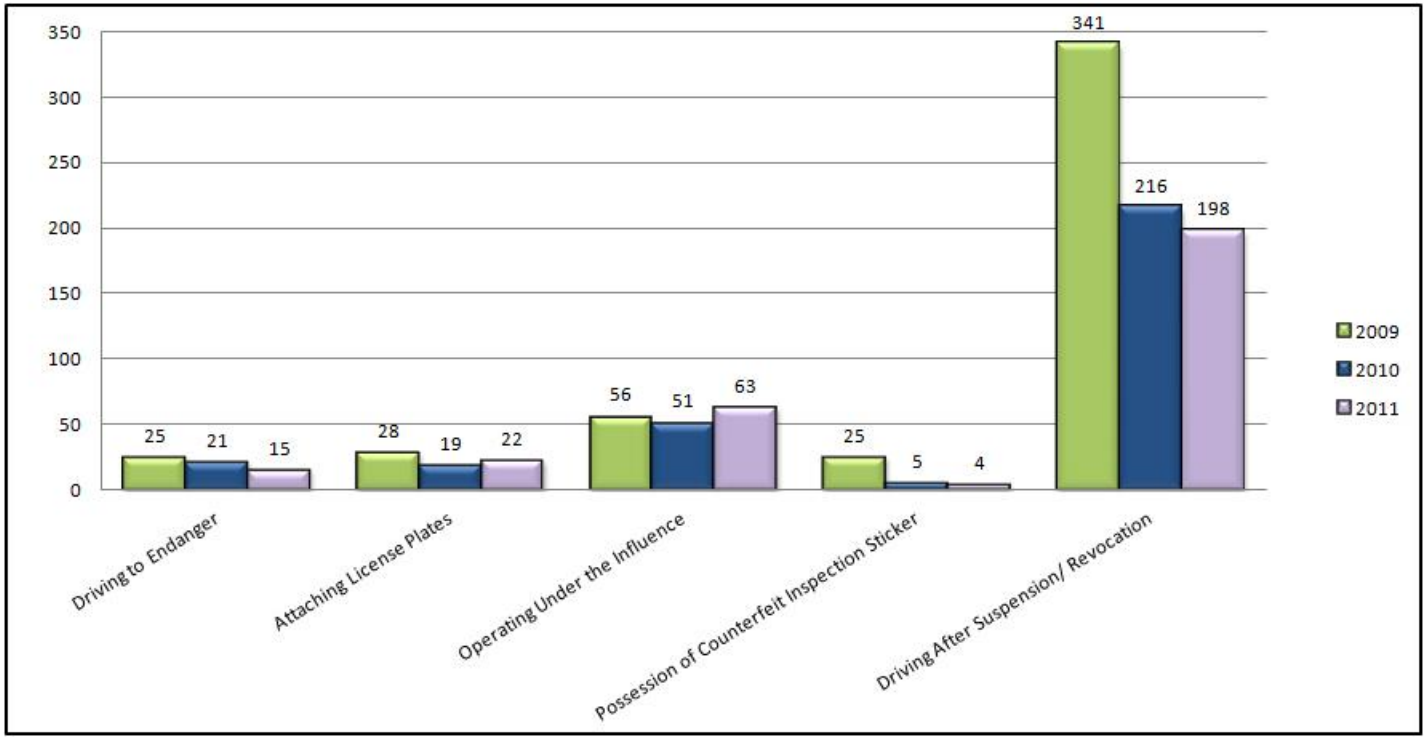


Figure 10: Bicycle Citations and Crosswalk Violations for Calendar Year 2010 v. 2011
The chart below reflects the number of bicycle citations and crosswalk violations issued for calendar year 2010 v. 2011.



On average, traffic stops for speeding, running a red light and related offenses result in a warning or citation. A number of additional traffic offenses are cause for arrest, including driving to endanger, driving after suspension or revocation, possession of a counterfeit inspection sticker, and attaching false or counterfeit license plates. Such arrests are often made during routine traffic stops, after the police officer learns of the driver's suspension, revocation or other circumstances. For additional statistics, please visit our website at www.cambridgepolice.org to view the 2011 Annual Crime Report online.

Figure 11: Traffic Arrests for Calendar Year 2010 v. 2011
The chart below reflects the number of traffic arrests by type of incident comparing 2010 v. 2011.



- *GOAL 4:* *Provide education in crime prevention techniques to citizens and business owners throughout the city. The Police Department will continue to conduct security surveys for the residential and business communities as well as participate in monthly private security meetings throughout the year. Surveys are available to all residents and victims of burglary upon request through the Community Relations Unit.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Residential and business surveys conducted	31	35	100	100
2. Number of Neighborhood or Business Community Group Meetings attended	75	75	80	85
3. Private security meetings and forums attended per year	26	20	100	100
4. Number of community and police collaborations	10	n/a	15	25

■ *GOAL 5:* *Provide crime prevention classes and services, such as police academies, safety training and community problem solving to residents while creating opportunities to improve relationships and communications among youth, the community and police officers. Form partnerships with the community to combat crime, the elements of crime and the perception of crime. Through enhanced outreach efforts, the Department will focus on educating the citizenry of Cambridge about public safety issues, including Homeland Security and emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of youth participating in Youth Police Academy	34	40	40	40
2. Number of youth participating in Police sponsored youth programs including sport and fitness programs	2,326	1,000	2,500	2,500
3. Number of citizens participating in Citizen and Senior Police Academies*	451	200	200	250
4. Number of citizens visited during Door- to- Door Outreach Campaigns	1,500	2,000	2,000	3,000
5. Citizens participating in Self Defense Training	84	75	80	100
*FY11 actual reflects a higher participation in the Senior/Citizen Academy due to the implementation of the program in each housing development throughout the City				

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,768,830	$1,798,710	ADMINISTRATION	$1,953,320
$1,552,850	$1,584,615	SPECIAL INVESTIGATION UNIT	$1,609,070
$321,690	$254,575	TRAINING	$161,495
$4,681,030	$4,829,220	CRIMINAL INVESTIGATIONS	$4,949,740
$369,605	$373,060	DETAIL OFFICE	$408,395
$938,300	$962,525	TECHNICAL SERVICES	$982,765
$1,923,555	$1,960,495	OPERATION & MAINTENANCE	$2,055,135
$0	$998,920	YOUTH AND FAMILY SERVICES	$1,552,390
$11,555,860	$12,762,120		$13,672,310

PURPOSE & OVERVIEW: The Support Services Division consists of the Administration Unit, Training Unit, Criminal Investigations Section, Special Investigation Unit (SIU), Identification Unit, Detail Office, Technical Services Unit and Youth and Family Services Unit. This Division is responsible for supporting the daily operations of the Police Department. The Administration Unit processes and coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and evidence. The Fleet Maintenance Unit is responsible for the maintenance of the entire vehicle fleet. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted annually along with other specialized training that continues throughout the year. The Criminal Investigations Section includes all investigative functions of the Department. Criminal Investigation detectives investigate all serious crimes committed in the city, including murder, rape, robbery, aggravated assault, burglary and felony larceny. In 2010, the Criminal Investigations Section initiated a report review system to support victims of crime with follow up phone calls and outreach to offer resources or provide updates on their incident report. This initiative seeks to focus more attention on the victim, in an effort to ensure that resolution was communicated and resources were provided. The Criminal Investigations Section continues to use this system in order to help achieve the goal of increased victim satisfaction. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Identification Unit works closely with the Criminal Investigations Section and SIU in processing crime scenes, evidence and fingerprint classification. In 2011, the Identification Unit experienced noteworthy success in identifying fingerprints through the AFIS system, with identifications made in 32 cases compared to 14 cases in 2010.

The Youth and Family Services Unit is comprised of School Resource Officers (SRO), Juvenile Detectives and Youth Outreach Officers, who are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SROs provide crime prevention programs to students and act as a liaison with the Department on safety issues. This Unit works closely with other law enforcement agencies and community partnerships to identify youth in need of services, such as a referral to the Safety Net Collaborative/juvenile diversion program. The Youth and Family Services Unit has initiated new procedures, service plans and case requirements that will standardize the way SROs address and track youth with whom they are working. The Service Plan will give them an opportunity to keep recommendations for particular youth unique and specific to the youth and family who are requiring the services. The formalized plan contains clear follow up dates and future action items that assist officers and Safety Net Collaborative partners with staying focused on what action

needs to be addressed with the youth and family with whom they are working.

The Technical Services/Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the Police Department, looking for crime patterns such as series, sprees, hot spots and trends. Once a problem is identified, this Unit disseminates the information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. This Unit is also responsible for maintaining the Department's computer systems infrastructure, radio system and BridgeStat.

The Cambridge Police Academy continues to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all of our police officers attend 40 hours of in-service training annually. The Department also encourages sworn and no sworn personnel to attend specialized trainings and the Department issues several training bulletins throughout the year for all personnel. The Department has continued to enhance the training program by offering a curriculum that challenges policing practice and introduces progressive concepts in policing such as Procedural Justice and Legitimacy Training, Fair and Impartial Policing, as well as introducing Alternative Resolution for settling citizens' complaints. The Department is initiating conversation at the local, state and national levels of law enforcement regarding these cutting edge concepts in policing.

FY13 GOALS:

- *GOAL 1:* *Provide the highest quality of service to those who have been victimized by crime in the City. All cases assigned to a detective will be promptly and diligently investigated and the victim kept apprised of the status of the investigation. Focus is directed toward the harm and the need for the victim to regain a sense of personal safety and toward assisting them in returning to their normal lives.*

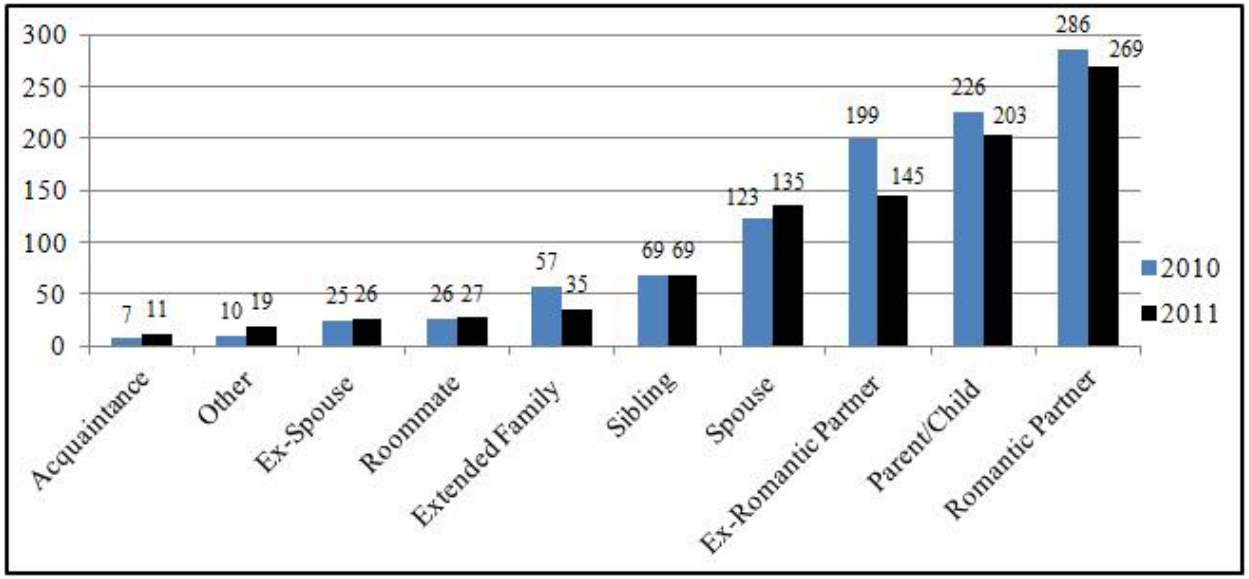
PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of cases forwarded to the Criminal Investigation Division	9,958	n/a	9,600	9,600
2. Percentage of cases reviewed by detective supervisor	100%	n/a	100%	100%
3. Percentage of cases assigned to detectives for follow up	61%	n/a	60%	61%
4. Percentage of victims reporting favorable communication with detectives on the Quality of Service Assessment survey	97%	n/a	100%	100%
5. Percentage of victims reporting favorable in overall response by the detective on the Quality of Service Assessment survey	97%	n/a	100%	100%

■ *GOAL 2:* *Continue to enhance the integrated response system to domestic violence, with internal department-wide training and training for community partners. Continue to input domestic violence incidents into a database that allows for the analysis of such occurrences, including the review of High Risk Domestic Violence cases with the High Risk Assessment Team, consisting of other law enforcement agencies and non-profit service providers who work with victims of domestic violence in the surrounding areas. Our partners include the Belmont Police Department, Arlington Police Department, Riverside (formerly the Guidance Center), RESPOND, REACH, Emerge, Transition House and Community Legal Services and Counseling Center. The Department also works with a coalition of other City departments and area non-profit agencies to implement a community grassroots domestic violence prevention and education effort.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of domestic violence trainings conducted for various agencies throughout the city	36	50	50	50
2. Percentage of domestic violence case investigations pursued in court while supporting victims and assisting with available resources for services	84%	90%	93%	92%
3. Number of high risk domestic violence cases reviewed by the Department	915	900	900	900
4. Number of high risk domestic violence cases referred to Cambridge Arlington Belmont High Risk Team (CABHART)	37	30	20	20
5. Percentage of Domestic Violence victims that felt our intervention provided them with a satisfying level of support	65%	n/a	100%	100%

Figure 12: Domestic Violence by Relationship Category for Calendar Year 2011

The chart below reflects the total number of domestic violence incidents reported in 2010 and 2011 by relationship category.



The Cambridge Police Department's Special Investigations Unit continually undertakes investigations involving drug and vice activity within the City of Cambridge. They have adopted strategic planning methods to help alleviate the pressures imposed upon society by the culture of drug abuse and addiction. The goal of the unit is to target street level drug dealers to get to their suppliers and to fight the problem at its root level: in the street, where the public is most exposed and affected.

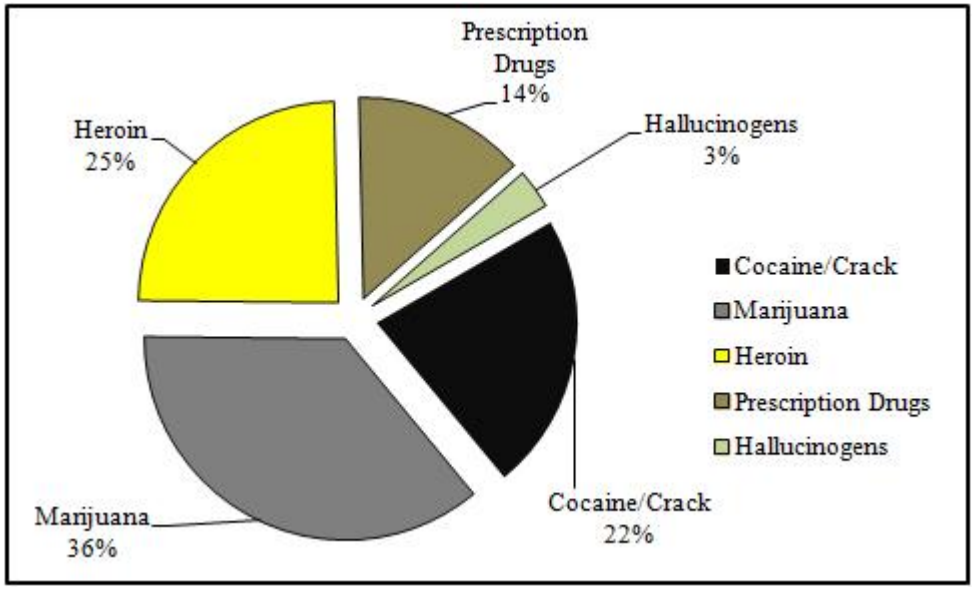
Table 3: Geographic Breakdown of Drug Arrests

In 2011, there were 94 drug incidents in which 92 persons were arrested at the time of the incident. Cambridgeport experienced the most drug activity in 2011, with 22 incidents, or 23% of the incidents citywide, followed by Mid-Cambridge, with 16 incidents, or 17% of the citywide activity. Both of these neighborhoods make up part of the Central Square area, where drug incidents have tended to be highest in the past.

Drug Incidents By Neighborhood				
Area	2009	2010	2011	% of total
East Cambridge	7	3	13	14%
M.I.T. Area	3	2	1	1%
Inman/Harrington	10	11	6	6%
Area 4	20	21	12	13%
Cambridgeport	32	21	22	23%
Mid-Cambridge	10	13	16	17%
Riverside	7	5	2	2%
Agassiz	1	2	0	0%
Peabody	2	0	4	4%
West Cambridge	5	4	8	9%
North Cambridge	11	4	9	10%
Cambridge Highlands	0	1	0	0%
Strawberry Hill	0	2	1	1%
Totals	**108**	**89**	**94**	**100%**

Figure 13: 2011 Drugs by Type

As a result of the 94 drug incidents and arrests associated with this effort, the Special Investigations Unit (SIU) confiscated various types of drugs. The most prevalent drug usage in the community currently is marijuana.



■ *GOAL 3:* *Provide the highest quality of services to youth and families in the City of Cambridge with a personal approach through the Youth Family Services Unit. The Department will engage children and their families to deter youth from engaging in disruptive behavior that could lead to criminal behavior. The Unit will collaborate with the City's Teen Centers, after school and evenings, to engage youth during the out of school environment. Our philosophy is to have an encompassing program working with various community partners to offer alcohol and substance abuse counseling, mental health support, restorative justice and other youth development activities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of youth referred to the formal Police Department Juvenile Diversion Program	40%	n/a	20%	20%
2. Number of youth interventions	373	335	400	400
3. Number of referrals made to the Middlesex District Attorney's Office Juvenile Diversion Program including court complaints	77	50	40	30
4. Number of youth and/or family referrals made to mental health specialist for assistance	117	85	120	100
5. Percent of families satisfied with the Safety Net Collaborative	75%	n/a	85%	100%

■ *GOAL 4:* *Continue to divert Cambridge youth's delinquent behavior by providing individualized programs to the youth who come to the attention of the Department. The Department strives for success through our Safety Net Collaborative which can be calculated by the number of youth who go through our program and discontinue their behavior. Feedback from diversion participants and their families is a key component to improving our program and having a greater number of successes.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of youth who successfully complete a formal diversion program with the Department	90%	n/a	92%	100%
2. Percentage of youth who offend or reoffend within a year of completing a YFSU diversion	20%	n/a	15%	10%
3. Percentage of families satisfied with the diversion	90%	n/a	95%	100%

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,817,355	$1,773,325	TRAFFIC CONTROL	$1,843,455
$6,943,205	$7,296,405	PARKING CONTROL	$7,589,805
$973,330	$1,026,115	SUPPORT SERVICES	$1,118,175
$9,733,890	$10,095,845		$10,551,435

PURPOSE & OVERVIEW: The Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. The Department is organized in three divisions: Traffic Control, Parking Control and Support Services. Traffic Control includes pavement markings, crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourage walking, bicycling and transit use. Parking Control includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the two City parking garages; collection and adjudication of parking tickets and operation of the resident permit program. Support Services is responsible for the administration and operation of the entire Department.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Resident Permit Parking Program:

- Received 234 pictures in the 2012 resident permit photo contest, including views of City buildings, special events and nature scenes. The winning photo, titled "Opportunity" by Tom Long, is of the new Cambridge Public Library main entrance. The number of pictures received increased 44% over the previous year.
- Because the submissions included so many outstanding pictures, the Parking Services division, in collaboration with the City's Print Shop, designed a limited edition 2012 calendar featuring selected photos from the 2012 competition.
- The resident parking stickers were redesigned with adhesive on the top and bottom only, so they are easier for Cambridge residents to apply and remove.
- From November 1st to January 31st a total of 26,985 resident parking permits were issued. Online renewals continue to grow; of the 16,756 eligible online applicants, 8,855 used the online renewal application. Again, a voluntary contribution feature was offered; these additional resources will be dedicated to programs and projects supporting the City's commitment to becoming a sustainable green community; 426 residents contributed $5,567 during the November through January annual permit renewal season.

TP&T is an active participant in the Kendall Central Study:

- In Kendall Square, only 42% of employees drive-alone to work.
- Despite over four million square feet of development in Kendall Square over the past 10 years, traffic volumes have remained consistent or dropped, allowing for additional development growth that can be accommodated within the transportation network, as well as opportunities to re-construct over-built roads into more active and vibrant pedestrian places.
- Advocacy for improved transit service to Kendall Square will be very important going forward.

New Development:

- The Department has reviewed traffic analysis, building permits and construction management plans for more than 10 projects being permitted by the Planning Board, totaling approximately two million square feet and including almost 700 housing units.

Traffic Signals:

- Continued to make changes to meet ADA regulations at 12 signal control boxes.
- Made improvements to Massachusetts Avenue and Churchill Avenue to add left turn phase and improve pedestrian timing.
- Made pedestrian improvements at Mt. Auburn Street at Aberdeen Avenue.
- Repaired broken conduit at three locations.

Bike Parking:

- Provided financial and installation support to the Community Development Department's bike parking program, which installed 350 bicycle racks serving 700 bicycles.
- The Department continued to perform inventories of bicycle parking in the Squares.
- The number of bikes in Harvard Square rose 11%, even though the construction in Harvard Square made some bike parking unavailable.
- Harvard Square had 370 parked bikes on the day the 2011 inventory was performed. There are over twice as many bikes as metered parking spaces in Harvard Square.

MassDOT Accelerated Bridge Program:

- The most difficult stage of the Craigie Bridge and Dam Reconstruction (O'Brien Highway at the Museum of Science) was completed with far less adverse impact than people feared. Local municipalities and State agencies worked together to manage the traffic detours.

- BU Bridge work was completed in fall 2011 and the bridge reopened with marked bike lanes. The Magazine Street pedestrian bridge is due to be completed by the end of the fiscal year (June 2012).
- Reconstruction of the Anderson Bridge is scheduled to start in spring 2012.

Parking:

- Pay stations were installed in Harvard Square on Plympton and Linden Streets, allowing the narrow sidewalks to be made accessible for all users.
- Contracted with the MBTA to handle the counting of meter coins collected. This arrangement frees up a more competitive process for the City's financial services contract.
- Discounted winter parking was offered to residents in the First Street Garage.
- Working with the DPW and the Arts Council, artwork panels were installed in the windows of the vacant retail spaces in the First Street garage along First Street.
- Began Phase IV of the Parking Garage Multi-year Maintenance Program:

1. Repairs at the Green Street Garage consist of concrete repairs to garage floors and columns, application of waterproofing coatings to the stair tower roofs and landings, replacement of window infills, modification of the wall near the garage exit to include a glass window for increased visibility, and repairs to the floor drainage pipes.
2. Repairs at the First Street Garage consist of concrete repairs to deteriorated concrete stair tower landings and concrete stairs, installation of new treads on metal pan stairways and replacement of various floor drains that are in deteriorated condition.

Parking Enforcement:

- Hired and trained four new Parking Control Officers.
- Added photo capability to handheld ticket writing machines; Parking Control Officers can now take pictures when needed to clarify enforcement.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		**$5,563,900**
Parking Fund Parking Usage	$5,563,900	
LICENSES AND PERMITS		**$352,500**
Street Obstruction Permits	$352,500	
FINES & FORFEITS		**$4,605,035**
Parking Fines	$4,605,035	
MISCELLANEOUS REVENUE		**$30,000**
Private Grants	$30,000	
TOTAL FY13 BUDGETED REVENUE		**$10,551,435**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$7,131,395**
OTHER ORDINARY MAINTENANCE	**$3,303,040**
TRAVEL & TRAINING	**$35,000**
EXTRAORDINARY EXPENDITURES	**$82,000**
TOTAL FY13 BUDGETED EXPENDITURES	**$10,551,435**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	81	**81**	**81**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$424,610	$464,305	TRAFFIC SIGNAL MAINTENANCE	$444,580
$673,190	$675,825	TRAFFIC ENGINEERING	$743,250
$719,555	$633,195	PAVEMENT MARKINGS/SIGN POSTING	$655,625
$1,817,355	$1,773,325		$1,843,455

PURPOSE & OVERVIEW: The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the city and for coordination with other departments and agencies on design and development proposals.

The Division's responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating constituent concerns; installing and maintaining signs; maintaining pavement markings, including bicycle lanes and crosswalks; issuing street occupancy and street closing permits; and reviewing major construction projects and new developments.

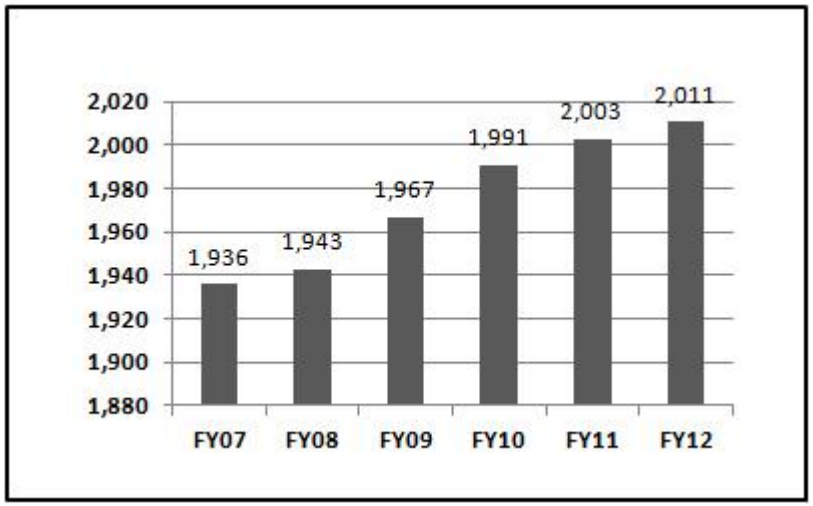
The Division manages 134 signalized intersections, 22 warning flashers and 34 school zone flashers.

FY13 GOALS:

- *GOAL 1: Implement programs that improve pedestrian safety and ease of mobility.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of signalized intersections at which traffic counts were performed	20	50	25	50
2. Percent of intersections counted at which traffic signal timing was adjusted	50%	50%	50%	50%
3. Number of Snow/Ice tickets written by PCOs	554	400	50	400

Figure 1: Total number of crosswalks
The street and sidewalk repair and traffic calming programs have created opportunities to add crosswalks. Traffic, Parking & Transportation now maintains markings at 2,011 crosswalks throughout the city.

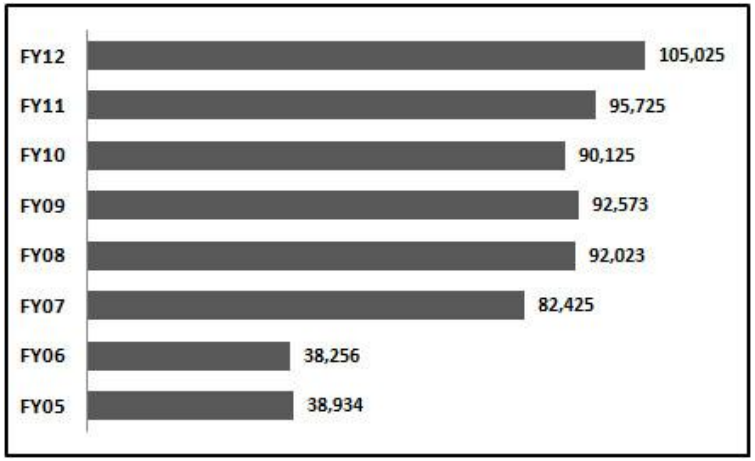


- *GOAL 2: Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of street obstruction and street closing permits issued	6,905	6,000	6,400	6,400
2. Percentage of moving van permits submitted through pay online	90%	90%	90%	90%

- *GOAL 3: Increase safety on our streets by defining space allocated for vehicles and bicycles in the travel lane.*

Figure 2: Bike Facilities in Linear Feet



The increase in FY12 reflects changes on First Street and Concord Avenue. These facilities contribute to the significant increase in bicycle use we have seen since FY05.

- *GOAL 4:* *The Traffic Engineering Division will maintain strong customer service and continue responding to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced or damaged traffic regulatory signs and street name signs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	135	125	130	130
2. Total number of completed traffic studies	7	5	6	6
3. Total number of traffic regulatory signs replaced or installed	1,979	1,750	1,700	1,700
4. Total number of street name signs replaced	191	150	150	150

■ *GOAL 5:* *Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and Planning Board in reviewing and identifying mitigation measures.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	4	6	9	8

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,938,910	$2,010,635	PARKING SERVICES	$2,082,530
$1,284,250	$1,521,405	PARKING METER MAINTENANCE	$1,597,245
$1,006,245	$954,900	OFF STREET PARKING	$987,000
$2,713,800	$2,809,465	PARKING ENFORCEMENT	$2,923,030
$6,943,205	$7,296,405		$7,589,805

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

The Parking Services Program is responsible for issuance of resident parking permits and visitor parking permits, and collection and adjudication of parking tickets. They are extremely busy from November through January when residents renew their permits. Customer service has improved by making it more convenient for the public to obtain resident parking permits online and to pay parking tickets by mail, phone or online.

The Parking Meter staff is responsible for the installation, maintenance, collection and repair of the City's parking meters. Meters provide short-term parking for visitors and shoppers. The Department has been adding meters in areas where new commercial development has occurred, to support the parking needs of visitors.

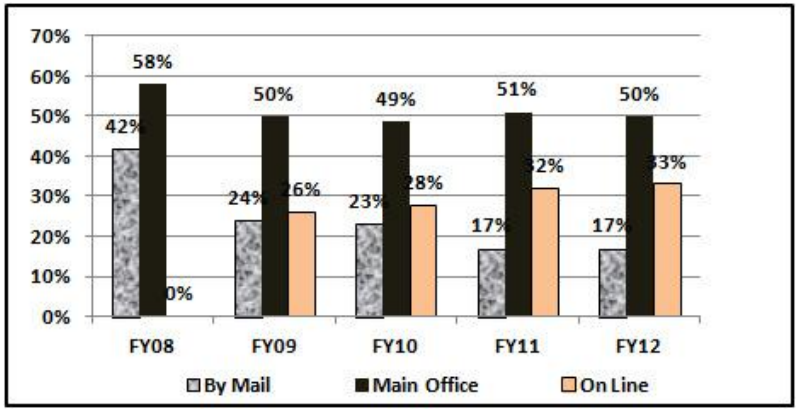
The Parking Enforcement unit enforces the City's parking regulations daily, Monday through Saturday, except on Commonwealth of Massachusetts holidays.

The Division is also responsible for the two City garages, Green Street Garage and East Cambridge Garage, and manages the contract to operate these facilities. The Traffic Control Division is responsible for preventive maintenance and renovations to the two structures.

FY13 GOALS:

- *GOAL 1:* *Provide on-street parking for residents, their visitors and providers of services to residents, and issue residential parking permits in a timely and cost effective manner. Reduce parking permit abuse and maintain public safety.*

Figure 3: Methods of applying for resident parking permits during the annual permit renewal season (November - January)



FY09 was the first year that qualified residents could apply online to renew their resident parking permits. Currently 1/3 of renewals are done online and 1/2 are done without residents having to come to the office.

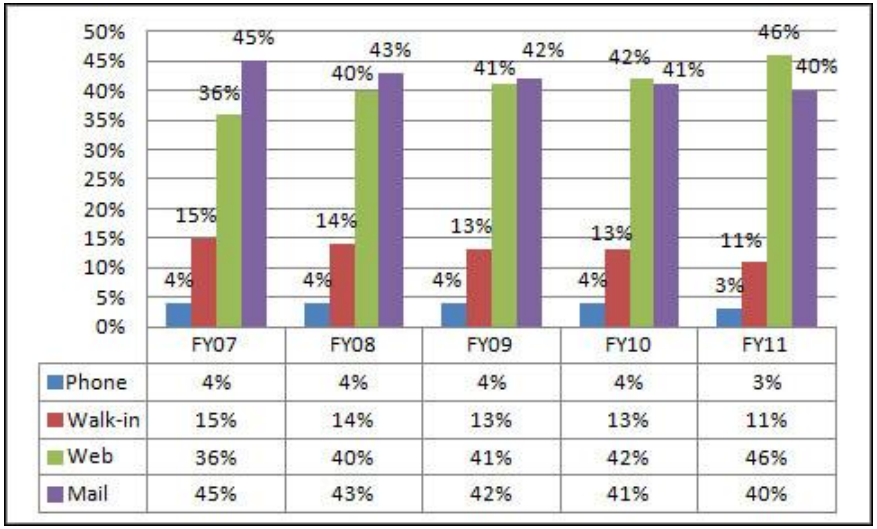
- *GOAL 2:* *Provide short term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of on-street, short term spaces managed by parking meters and pay stations	3,067	3,120	3,100	3,125
2. Number of off-street short term spaces managed by parking meters & pay stations	331	335	331	331

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	61%	61%	61%	61%
2. Percentage of tickets issued this fiscal year that have been paid this year	85%	85%	85%	85%
3. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	5%	6%	5%	5%

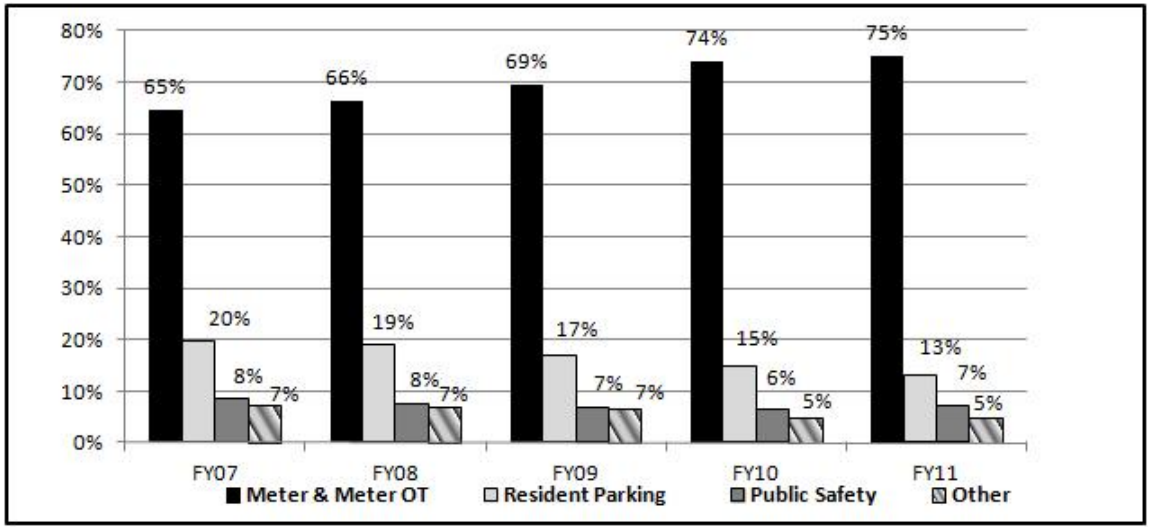
Figure 4: Methods of parking ticket payments



	FY07	FY08	FY09	FY10	FY11
Phone	4%	4%	4%	4%	3%
Walk-in	15%	14%	13%	13%	11%
Web	36%	40%	41%	42%	46%
Mail	45%	43%	42%	41%	40%

The four options for paying parking tickets allow for timely and convenient payment. In FY11, 89% of people paid without having to come into the office. Since FY07, online payments have grown dramatically, from 36% to 46%. This increase has come with a corresponding reduction in mail-in and walk-in payments.

Figure 5: Percentage of parking tickets written by type



Enforcement priorities include permit parking to provide parking for residents, metered parking to support the needs of businesses and enforcement of public safety regulations.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$973,330	$1,026,115	ADMINISTRATION	$1,118,175
$973,330	$1,026,115		$1,118,175

PURPOSE & OVERVIEW: The Support Services Division is responsible for the administration and operation of the entire Department, including: coordination within and between the Traffic Control and Parking Control divisions; management of the Department's budget and personnel functions; ongoing customer service; publishing public information materials; maintaining and improving the Department's Website; coordinating with other City departments, state and federal agencies, non-profit organizations and local businesses; and keeping up-to-date with cutting-edge equipment and services to meet the needs of our constituents and to support employees in more efficiently performing their jobs.

FY13 GOALS:

- *GOAL 1:* *Seek to continuously improve the efficiency and professionalism of Department staff, procedures and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.*

- *GOAL 2:* *Maintain up-to-date Website with useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Web forms submitted for signal inquiries	68	40	65	70
2. Number of Web forms submitted for sign inquiries	63	40	75	75
3. Number of Web forms submitted for parking consideration	3,423	3,200	3,300	3,600
4. Number of Web forms submitted for parking ticket disputes	13,515	12,000	12,000	12,000
5. Number of visitors to Department's Website	171,039	140,000	160,000	160,000

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$84,815	$56,785	POLICE REVIEW AND ADVISORY BOARD	$70,730
$84,815	$56,785		$70,730

PURPOSE & OVERVIEW: The Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance to provide for citizen participation in reviewing Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. PRAB consists of five civilians who are representative of the City's racial, social and economic composition. PRAB conducts and reviews prompt, impartial and fair investigations of complaints. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Developed new outreach materials and improved the PRAB wepbages at www.cambridgema.gov/prab.
- Participated in designing, observed and reviewed Police Department trainings on preventing racial profiling and on building and maintaining legitimacy with members of the public.
- Continued a mediation initiative to handle complaints that citizens would prefer to resolve by talking to an officer face-to-face, rather than seeking an investigation and possible disciplinary action against the officer.
- Participated in independent civilian review and oversight of the Police Department through investigations of complaints filed with the department's Professional Standards Unit, as well as directly with PRAB.
- Continued an information-sharing and case-review process with the Police Department's Professional Standards Unit.
- Continued participation in the Professional Mentoring Program of the National Association for Civilian Oversight of Law Enforcement (NACOLE), which allowed for ongoing support and professional development to staff through formal mentoring relationships.

FY13 GOALS:

- *GOAL 1:* *Collaborate with the Cambridge Police Department through education and outreach efforts to increase public awareness of the Board's mission and services, and to foster better understanding of police procedures, civil rights laws and suggested behavior when interacting with law enforcement officers.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Public outreach and information sessions held	n/a	n/a	2	12

- *GOAL 2:* *Provide effective case intake, referral process, investigations and investigative findings and actions.*

Table 1: The following table lists the number of formal complaints received by the Police Department and PRAB during the last five calendar years and their current status.

	2007		2008		2009		2010		2011	
Case Activity	**Opened**	**Closed**	**Opened**	**Closed**	**Opened**	**Closed**	**Opened**	**Closed**	**Opened**	**Closed**
CPD Complaints	9	9	14	14	15	15	12	12	7	5
PRAB Complaints	2	2	8	8	9	9	5	5	4	3
TOTAL	11	11	22	22	24	24	17	17	11	8

- *GOAL 3:* *Collaborate with Police Department and other City departments to train Board members and police officers, in order to enhance the effectiveness of the Board's work.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Training sessions for Board members	n/a	4	4	4
2. Police training sessions attended by PRAB staff	n/a	n/a	2	4

- *GOAL 4:* *Collaborate with the Police Department in reviewing and making recommendations relating to policies, practices and procedures of the Police Department.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$70,730**
Real Estate Taxes	$70,730	
TOTAL FY13 BUDGETED REVENUE		**$70,730**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$67,030**
OTHER ORDINARY MAINTENANCE	**$700**
TRAVEL & TRAINING	**$3,000**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$70,730**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	1	**1**	**1**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,657,990	$2,852,645	INSPECTION/ENFORCEMENT	$2,876,335
$200,050	$213,595	ZONING APPEAL BOARD	$218,710
$0	$20,000	BOARD & RAZING	$20,000
$2,858,040	$3,086,240		$3,115,045

PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that pertain to the Massachusetts State Building Code, including the recently enacted Stretch Code, and certain articles of the State Sanitary Code. The Inspection/Enforcement appropriation covers the enforcement of the building, wiring, plumbing/gas and mechanical codes, together with articles of the State Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. Additionally, this appropriation supports the rapid response capability provided in situations where building structural integrity or mechanical/electrical systems are potentially affected by fire or similar emergencies. The Board of Zoning Appeal appropriation supports administering the Zoning Ordinance and processing applications for relief before the Board of Zoning Appeal. The Boarding and Razing appropriation is for emergency demolition and boarding up dangerous buildings. This appropriation is offset by liens against the property.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Inspectional Services Budget reflects increased costs to support the implementation of the new permitting system. $40,000 is for the purchase of handheld devices to be used by staff and $17,280 is for the license/wireless connection fees for the handheld devices. In addition, the FY13 budget reflects the reduction of a vacant assistant building inspector position offset by the addition of a records coordinator position.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Administration

- In process of developing an online permitting program that will allow the public to apply and pay for permits online, along with viewing the status of active permits.

Housing/Sanitary

- Continued to strictly enforce the Dumpster Ordinance before a license is issued and continued to re-inspect dumpsters on an ongoing basis.
- Hosted Anti-Choking, Allergy Awareness & ServSafe training courses to enable food service establishments to obtain required certifications.
- Housing Inspectors attended the NYC Rodent Academy. They were instructed in the habits of rodents and the prevention of infestation. This knowledge assists with proactively monitoring areas of the City and educating the property owners.

- Held neighborhood meetings to communicate with the property owners and occupants regarding rodent control in their areas.
- Hosted a seminar given by a State Lead Inspector for Housing, Sanitary & Building Inspectors along with Health Department staff.

Building

- Continued to inspect over 1,500 multi-unit buildings to ensure safety and compliance with Massachusetts Building Code.
- Enforced Energy Code and Stretch Code during permitting process for new buildings.

Zoning

- Initiated a ticketing process for zoning code violations, which include Use, Accessory Structure, Dimensional, Parking, Sign, Non-Conforming and Certificate of Occupancy.

Table 1: Permits Issued by Category
This table represents the number of permits issued, by category, in a given fiscal year.

Type of Permit	FY07	FY08	FY09	FY10	FY11
Other	1,283	1,017	1,420	552	942
Gas	1,250	1,137	1,112	1,135	1,083
Plumbing	1,837	1,688	1,639	1,830	1,541
Building	2,014	2,048	2,004	2,077	2,113
Electrical	3,347	3,125	3,074	3,082	2,783
Total	**9,731**	**9,015**	**9,249**	**8,676**	**8,462**

Figure 1: Number of Permits

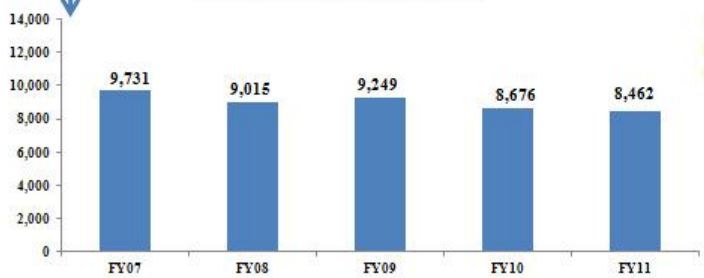


Figure 2: FY11 Breakdown

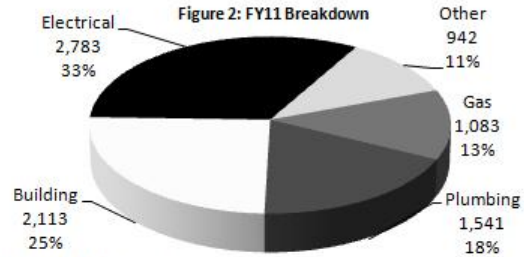


Figure 2 provides a breakdown of the types of permits for fiscal year 2011, with Electrical permits making up the largest share at 33%.

FY13 GOALS:

- *GOAL 1:* *Process building permit applications, improve community access to permit information online, and conduct required inspections in a timely and efficient manner.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of multi-family inspections	1,584	1,500	1,400	1,450
2. Number of compliance inspections	5,359	5,000	5,000	5,000

- *GOAL 2:* *Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with State required minimum of two compliance inspections per year and by improving community access to inspection reports.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of compliance inspections and re-inspections	2,262	2,200	2,250	2,300
2. Number of complaints received	224	220	160	175
3. Number of food handling establishments in Cambridge	676	640	960	960
4. Number of Transfat inspections completed	1,131	1,280	1,280	1,280

- *GOAL 3:* *Process all applications for zoning relief in an efficient manner in accordance with the requirements of applicable State laws and conduct zoning meetings.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. BZA requests for relief heard within time frame stipulated by law	100%	100%	100%	100%
2. Number of BZA applications	164	150	150	150

- *GOAL 4:* *Process and respond to citizen housing and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	100%	100%	100%
2. Number of formal complaints	1,494	1,200	1,150	1,150
3. Number of inspections	2,504	4,000	4,250	4,000
4. Number of court hearings	361	400	250	250
5. Number of licensed dumpster inspections completed	806	750	750	800

- *GOAL 5:* *Design, plan and implement automated permitting system. Along with upgrading the current process, it will give the public the ability to apply for building, wiring, electrical, plumbing, mechanical and other permits via the web.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of completion	n/a	100%	60%	100%

FINANCING PLAN	SUMMARY
TAXES	($1,092,255)
CHARGES FOR SERVICES	$53,500
LICENSES AND PERMITS	$4,064,700
MISCELLANEOUS REVENUE	$89,100
TOTAL FY13 BUDGETED REVENUE	$3,115,045

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	$2,923,940
OTHER ORDINARY MAINTENANCE	$140,680
TRAVEL & TRAINING	$10,425
EXTRAORDINARY EXPENDITURES	$40,000
TOTAL FY13 BUDGETED EXPENDITURES	$3,115,045

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	27	27	27

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$706,315	$693,900	LICENSE	$819,500
$143,410	$161,945	CONSUMER	$166,640
$849,725	$855,845		$986,140

PURPOSE & OVERVIEW: The Board of License Commissioners was established in the early part of the last century. Since the Commission's inception, the citizens of Cambridge have been served by a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules, regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. The Commission remains committed to educating both licensees and the general public in an effort to reduce societal problems caused by underage drinking and other alcohol misuse.

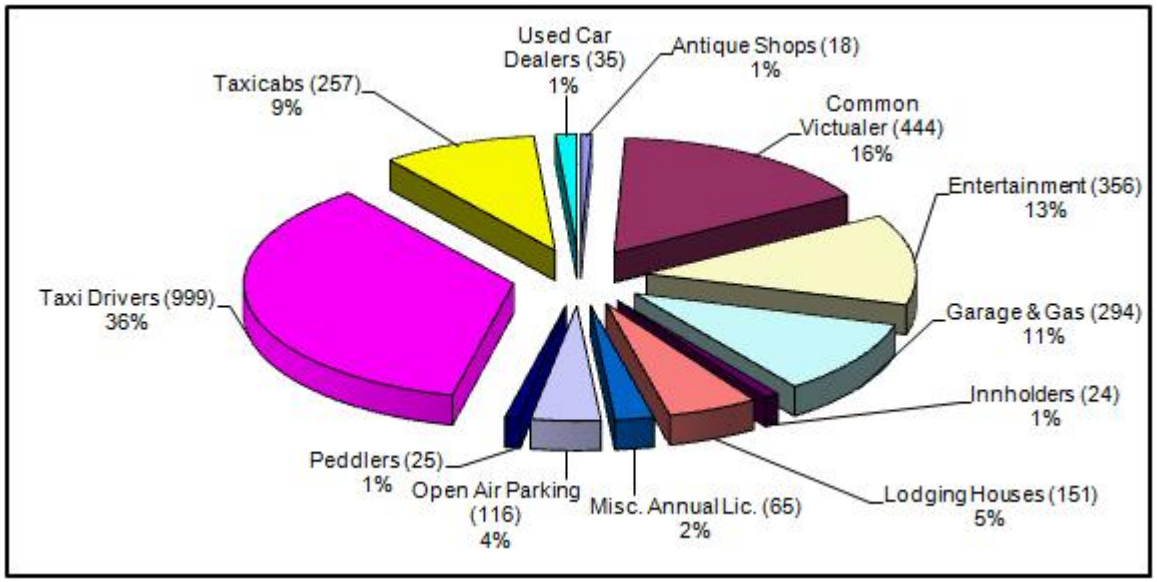
FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the first year of requiring all new taxicab school graduates to complete a 60 day training period before earning a permanent hackney drivers license.
- Proactively worked to reduce consumer complaints and enhance the professionalism of the Cambridge taxi industry. The Commission revised the curriculum of the Cambridge Taxi school and expanded classroom sessions from 16 to 20 hours, instituted a mandatory 60 day on-the job-training program for all new taxi drivers and met with all taxicab owners to discuss changes in the industry.
- In collaboration with Cambridge License Advisory Board (CLAB), helped to facilitate the eighth Annual Taste of Cambridge which was again held at the courtyard of the Charles Hotel.
- The Consumers' Council focused on financial literacy educational by presenting education forums on various financial topics including the basics of banking, financial scams, understanding utility bills, debt collection and debt settlement, and credit reporting and scoring.
- The Consumers' Council continues to partner with the Cambridge branch of the United States Postal Service, Executive Office of Consumer Affairs & Business Regulation, Federal Trade Commission and the Mayor's Office to provide free public shredding for residents, in order to promote awareness about scams and identity theft.
- The Consumers' Council recovered over $135,000 for consumers through its mediation efforts.
- Continued enhancing the Department's website, using it as a vital means of communication with licensees and the general public, by providing applications, forms, announcements, hearing minutes and taxicab-related resources.

LICENSING

Chapter 95 of the Acts of 1922 and its amendments "established in the City of Cambridge a Board of License Commissioners, to consist of the Commissioners of the Police and Fire Departments and a third commissioner to be appointed for a term of three years." In the years since its inception, regulatory authority has expanded to include major licensing categories such as entertainment establishments, restaurants, shops and sales, taxicabs, livery and limousine vehicles, lodging houses and hotels. In addition, the Department is charged with enforcement of the City's Noise Ordinance.

Figure 1: Annual Licenses (Non-Alcohol)
The License Commission administers and regulates numerous categories of annual licenses. A total of 2,784 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2012.



The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, with significant increases in the number of phone calls and walk-in customers making inquiries. The Commission processes and hears applications from local utility companies regarding poles, conduits and fiber optics.

The License Commission Task Force is one of the major tools developed by the City to assist in the regulation of all restaurants and pouring alcohol establishments. Consisting of agents of the License Commission, Fire and Inspectional Services Departments, this investigative unit inspects all establishments under its purview to ascertain compliance with City rules and regulations, as well as building and fire codes.

FY13 GOALS:

- *GOAL 1:* *Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and diminish any violation of local rules and regulations.*

Figure 2a: Annual Alcohol Licenses Issued

The following chart shows a breakdown of the 271 alcoholic beverage licenses, by category, that were issued by the License Commission during Fiscal Year 2012.

Type of License	Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.37%
Breweries*	1	0.37%
Educational Institute (Wine & Malt Beverage)	5	1.85%
Educational Institute (All Alcoholic)	1	0.37%
Hotels (All Alcohol Beverage)	13	4.80%
Other Clubs (All Alcohol Beverage)	13	4.80%
Package Stores (Wine & Malt Beverage)	18	6.64%
Package Stores (All Alcohol Beverage)	22	8.12%
Restaurants (All Alcohol Beverage), 2am	54	19.93%
Restaurants (Wine & Malt Beverage)	62	22.88%
Restaurants (All Alcohol Beverage), 1am	81	29.87%
TOTAL	**271**	**100.00%**

**Breweries are allowed to produce their own beer product and sell it, along with selling other alcoholic beverages, for on-premises consumption.*

Figure 2b: FY11 Alcohol Disciplinary Hearings

Results of 7 Disciplinary Hearings held for alcoholic beverage establishments (7/1/10 – 6/30/11):

Form of Discipline	#
Placed matter on file	2
5 day consecutive suspension, quarterly inspections of systems with report to Fire Department and monthly inspection by Fire Department.	1
3 day suspension to be held in abeyance for 18 months.	1
Issued a warning	1
Roll back hours to 1 am, 1 day suspension to be held until restaurant is sold.	1
Suspended for 20 days, 5 days to be served and 15 to be held for one year.	1
	7

Figure 3a: Percentage of Alcohol Establishments Inspected

The License Commission attempts to inspect as many alcohol establishments as possible each year, however, it should be noted that package stores are not subject to inspection by the Pouring Alcohol Task Force. During FY10 and FY11, the number of inspections declined due to a temporary reallocation of resources to fully implement the CRS system. The License Commission expects this number to return to normal levels in subsequent years.

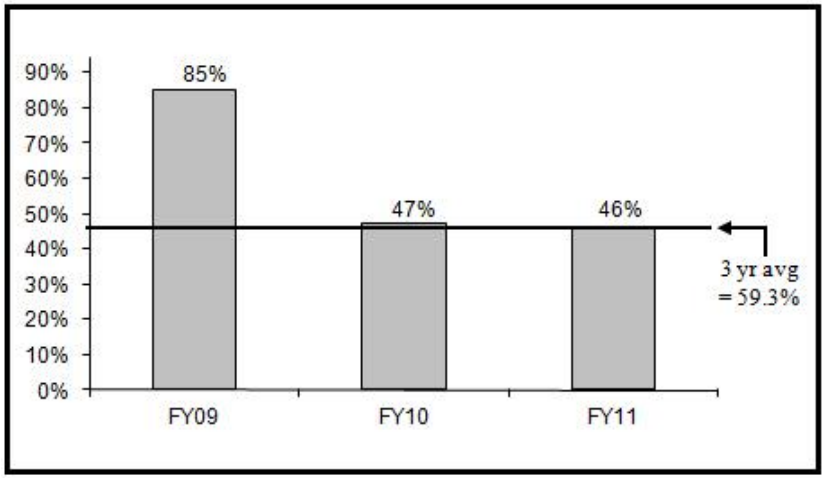


Figure 3b: Number of Alcohol Establishments Inspected

FY07	FY08	FY09	FY10	FY11	
200	191	187	100	100	Alcohol Licenses Inspected
215	210	220	215	225	Active On-Premises Licenses

- *GOAL 2: Investigate all violations of out of town taxicab pick-ups.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	30	50	45	45

Table 1: Hackney Complaints

The License Commission's Hackney Unit works to quickly resolve all written passenger and driver complaints. The Commission resolved 85 complaints in FY10 and 78 complaints in FY11. Not reflected below are the illegal out of town pick-ups by cabs licensed in other cities and towns.

Taxi Complaints	FY06	FY07	FY 08	FY09	FY10	FY11	FY10-FY11 Change
Refusal (service animal)	0	1	1	1	0	2	2
Driver Assault & Battery	6	2	3	3	8	6	(2)
Items Left in Taxi for Reward	0	3	0	0	0	1	1
Failure to Use Meter	0	4	3	1	1	4	3
Stolen Jobs	4	5	6	2	1	1	0
No Change	0	6	4	2	3	1	(2)
Bad Driving	5	9	7	4	4	3	(1)
Threats	0	9	5	3	1	4	3
Refusal to Transport	6	11	24	13	17	8	(9)
Wrong location or route	0	12	7	2	3	6	3
Over-charging	17	15	9	11	8	8	0
Rude & Discourteous	21	20	19	13	19	16	(3)
Refusing discount coupon	0	0	2	4	1	1	0
Cab Stand Violation	0	0	3	4	4	4	0
Improper Operation of Taxicab	0	0	2	2	4	8	4
Smoking inside Cab	0	0	1	0	0	0	0
Short Fare Evasions/Failure to take Credit Card	13	24	22	5	8	5	(3)
Other	0	0	0	0	3	0	(3)
TOTAL	**72**	**121**	**118**	**70**	**85**	**78**	**(7)**

The License Commission has seen an increase in complaints against drivers who refuse to transport, and are rude and discourteous to passengers, which was one of the reasons the Commission instituted a mandatory 60-day training period for all new drivers.

- *GOAL 3:* *Promote social and cultural diversity and foster community.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	43	40	40	40

- *GOAL 4:* *Continue to work with Inspectional Services and the Fire Department to streamline the renewal process for liquor licenses under the Certificate of Inspection Sprinkler Law requirement, using CRS to provide a faster and more efficient method of renewal.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of alcohol licenses ready for renewal process by December 31	100%	90%	100%	100%

- *GOAL 5:* *Promote clean air vehicles by encouraging and adding "Clear Air Cabs" to the Cambridge Taxicab Industry, by dispersing grant funds to existing cab owners to supplement the cost of the conversion.*

- *GOAL 6:* *Continue to work with CLAB to educate alcohol licensees on safe alcohol operations and compliance with License Commission rules and regulations.*

- *GOAL 7:* *Continue to work towards reducing complaints and increasing professionalism within the taxicab industry.*

CONSUMERS' COUNCIL

PURPOSE & OVERVIEW: The Consumers' Council works in cooperation with the Attorney General of the Commonwealth. Its primary activity is the mediation of individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff is also watchful for any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the expertise and information gained from the hundreds of individual complaints filed each year by area residents, the Council can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry. The Council provides educational information to consumers through a variety of media including its Web page, public workshops, distribution of consumer brochures and published articles. The Consumers' Council is a resource for, and works in partnership with, a variety of other City agencies to meet the diverse direct service needs of Cambridge residents.

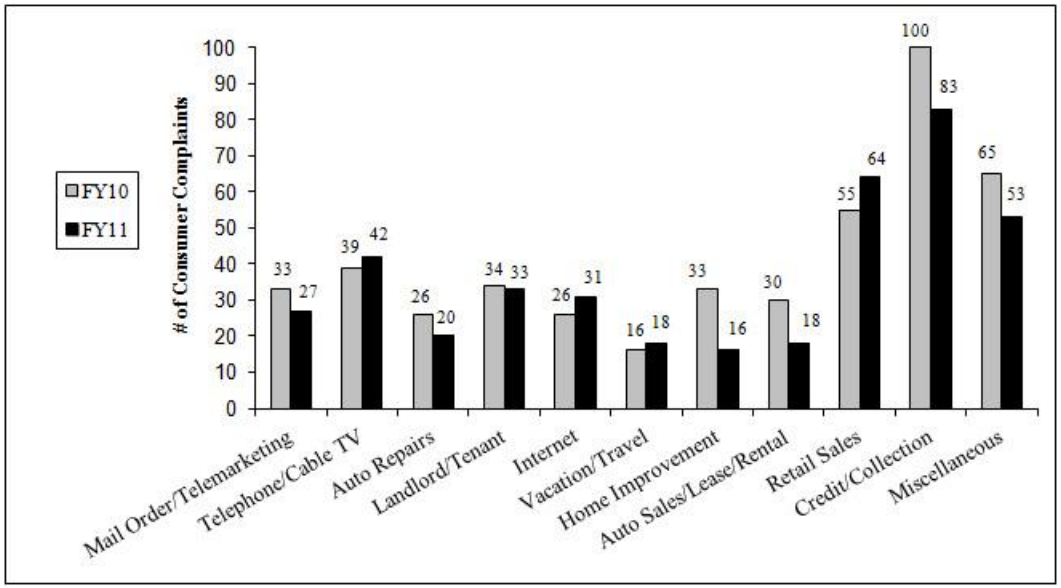
FY13 GOALS:

- *GOAL 1:* *Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Educational workshops or public forums held in Cambridge	11	8	10	10
2. Written articles, brochures/newsletter publications, distribution efforts or significant Web page additions	7	6	6	6

Figure 4: Consumer Complaints

The primary work of the Consumers' Council is the mediation of individual consumer complaints filed by Cambridge residents or by consumers living elsewhere but having a dispute with a Cambridge-based business. The types of products or service involved in these complaints are reflected below.



In FY11, the Consumers' Council saw a decrease in the number of complaints related to home improvement contracting and auto sales, due to the lingering effects of a weak economy. There was also a decline in the number of consumer complaints involving credit and debt collection, partially due to increased educational outreach surrounding financial literacy and self-help support provided on our informational hotline, which resulted in empowered consumers directly resolving their disputes.

Figure 5: Complaint Resolution Process
The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY11 (7/1/10- 6/30/11)		Consumer Business Disputes Resolved In FY12 (7/1/11 - 12/31/11)*	
Disputes Resolved in Mediation	251	Disputes Resolved in Mediation	141
Disputes Resolved in Court	21	Disputes Resolved in Court	2
Disputes Resolved by Other Means	134	Disputes Resolved by Other Means	62
TOTAL	406	TOTAL	205

The Consumers' Council continues to serve as the Local Consumer Program for the City of Somerville and was selected to serve the City of Waltham in FY12. Given this expanded jurisdiction, the Consumers' Council has seen an increase in the number of complaints resolved in mediation when compared to the prior year. The Consumers' Council saw a decrease in the number of disputes referred to Small Claims Court, due to the willingness of parties to participate in mediation as an alternative to legal action and the Consumers' Council's ability to successfully negotiate mutual resolutions for such parties.

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Joint efforts with other City agencies or non-profits	8	8	8	8
2. State-level activities on behalf of consumers	9	6	6	6
3. National consumer partnership efforts	7	6	6	6

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**($1,247,980)**
Real Estate Taxes	($1,247,980)	
CHARGES FOR SERVICES		**$20,220**
Photocopy/Reproduction	$220	
Lic Hearing/Advertising Fee	$20,000	
LICENSES AND PERMITS		**$2,153,100**
Alcoholic Beverage	$928,000	
Common Victualer	$54,000	
Miscellaneous Licenses	$20,000	
Lodging Houses	$287,600	
Garage/Storage Of Inflammable	$318,000	
Shops & Sales	$3,000	
Hackney Carriage/Drivers	$79,000	
Motor Vehicle Related	$75,000	
Hackney Application	$6,000	
Entertainment Summary	$185,000	
Pole & Conduit	$175,500	
Disposal Company	$2,500	
Property Use License	$19,500	
FINES & FORFEITS		**$6,800**
Hackney Fines	$6,800	
INTERGOVERNMENTAL REVENUE		**$54,000**
Consumer Comm (Att Gen)	$54,000	
TOTAL FY13 BUDGETED REVENUE		**$986,140**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$923,980**
OTHER ORDINARY MAINTENANCE	**$57,435**
TRAVEL & TRAINING	**$4,725**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$986,140**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	9	**9**	**9**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$130,680	$132,645	WEIGHTS AND MEASURES	$134,325
$130,680	$132,645		$134,325

PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with responsibility for ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weighing and measuring devices used by local business establishments. These include taxi meters, retail motor fuel dispensers, vehicle tank meters which are used in delivering home heating oil, hospital and health clinic scales, large capacity truck scales, small and medium capacity scales in factories, pharmacy scales and large capacity scales for the tipping of solid waste.

It is the duty and function of the Department to enforce the Massachusetts General Laws, local ordinances and regulations relating to the accuracy of weighing and measuring devices that weigh, measure and count commodities offered for public sale. The Department seals or condemns devices tested and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided a Consumer Impact Statement to the Division of Standards of the Commonwealth of Massachusetts that details the savings passed on to consumers and businesses by conducting inspections in Cambridge.
- Continued outreach and education to business owners on local and state regulations and compliance.
- Continued collaborations with 22-CityView to air Weights and Measures Public Service Announcements (PSAs), in a new constructive format to help increase viewer understanding of services. Aired two PSAs , "Is the Price Right" and "Salad bar/Net Weight."
- Utilized the new billing system for more efficient collection of revenues.

FY13 GOALS:

- *GOAL 1:* *Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Scales tested over 10,000 lbs.	7	8	7	7
2. Scales tested 5,000 to 10,000 lbs.	5	6	5	5
3. Scales tested 1,000 to 5,000 lbs.	5	7	5	5
4. Scales tested 100 to 1,000 lbs.	100	130	120	130
5. Scales tested 0 to 100 lbs.	605	735	680	735
6. Avoirdupois weights	90	130	100	100
7. Metric weights	130	210	175	210
8. Apothecary and Troy weights	130	200	175	175
9. Gasoline pump meters	367	382	370	370
10.Vehicle oil tanks	20	20	30	20
11.Reverse vending machines	33	35	35	34

- *GOAL 2:* *Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Prepackaged food inspections	1,100	1,255	1,100	1,100
2. Scanner system inspections	90	100	95	95

- *GOAL 3:* *Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Required inspections performed	257	257	257	257
2. Additional inspections performed	136	140	140	140

- *GOAL 4:* *Ensure equity and fairness in the marketplace by conducting inspections and providing educational materials to the public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of spot inspections performed	92	90	92	92

- *GOAL 5:* *Monitor and update Department's Web page to address citizen questions and complaints.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Citizens viewing Web page	2,589	2,500	2,600	2,600

- *GOAL 6:* *Utilize 22-CityView to produce a cable program on the activities of the Weights & Measures Department to provide outreach and education to consumers and business owners.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Creation of new public service announcements with 22-CityView	1	1	1	1

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$79,400**
Real Estate Taxes	$79,400	
CHARGES FOR SERVICES		**$36,000**
Sealing Fees	$36,000	
FINES & FORFEITS		**$1,000**
W&M Civil Citations	$1,000	
INTERGOVERNMENTAL REVENUE		**$17,925**
State Cherry Sheet Revenue	$17,925	
TOTAL FY13 BUDGETED REVENUE		**$134,325**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$124,300**
OTHER ORDINARY MAINTENANCE	**$7,280**
TRAVEL & TRAINING	**$2,745**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$134,325**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	1	**1**	**1**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$477,755	$430,225	ADMINISTRATION	$442,095
$118,660	$70,500	SIGNAL MAINTENANCE	$127,760
$968,700	$1,074,340	ELECTRICAL SERVICES	$1,018,195
$1,131,065	$1,113,980	EXTERIOR LIGHTING	$1,189,955
$4,700	$14,000	COMMUNICATIONS	$14,000
$2,700,880	$2,703,045		$2,792,005

PURPOSE & OVERVIEW: The Electrical Department was established to oversee street lighting and the City fire alarm system, in order to allow fire reporting directly from the public and from those buildings where automated fire alarm systems signal directly to the Fire Department. The Department also provides electrical maintenance and construction services to all municipal buildings and provides lighting in all parks and outdoor recreation areas. The Electrical Department, with the purchase of street lights from NSTAR, is responsible for the maintenance and repair of street lights within the city. In addition, the Department is charged with the installation and repair of communications systems such as departmental telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks within City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Assisted with the design of new LED street lighting for the Western Ave. sewer and roadway improvements project, LED lighting for the future improvements for the Common and LED street lighting to be provided by the Alexandria project.
- Connected additional buildings to and upgraded cables within the municipal fire alarm system.
- Installed and updated the data network for Inspectional Services and other departments located in the Lombardi Building at 831 Mass Ave. to improve data and services to the public.
- Relamped all of the streetlights in neighborhoods 3 (Wellington Harrington) and 4 (Area Four).
- Installed holiday lighting in various locations around the city, including on street trees, temporary trees and traffic islands, and assisted with the installation of lighted banners in both Harvard and Central Squares. New lights were installed on streetlight poles along Mass Ave. from Harvard Square to Porter Square.
- Expanded the citywide fiber network to provide new connections for the citywide public safety radio system.
- Updated data wiring and equipment at all fire stations to improve dispatch processing from Emergency Communications for emergency calls.

- Implemented a pilot test of LED streetlights on Rindge Ave. from Sherman Street to Alewife Brook Parkway. The test will involve a review of how well the streetlights perform with regard to color, light levels, light trespass onto private property, dark sky issues, energy savings, maintenance and the perceptions of the abutters.

FY13 GOALS:

■ *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of fire alarm street boxes	625	624	624	624
2. Number of fire alarm systems in municipal buildings	36	36	37	37
3. Number of fire alarm system tests performed in City buildings	23	36	37	37
4. Number of service calls for disconnection or reconnection of private buildings	11,844	12,000	12,000	12,000
5. Cost per test - street boxes	$28.34	$28.34	$28.34	$29.21
6. Cost per disconnect/reconnect - street boxes	$28.34	$28.34	$28.34	$29.21

■ *GOAL 2: The City will maintain street lighting and provide for optimum lighting in various neighborhoods and parks as a result of the purchase of streetlights from NSTAR Electric.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of lights	7,650	7,649	7,667	7,681
2. Number of streetlights maintained	6,592	6,607	6,607	6,621
3. Total number of park lights maintained	1,058	1,060	1,060	1,060
4. Number of bulbs and photo devices changed each year (group re-lamping program)	858	600	600	600

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
5. Percent of defective streetlights repaired within 72 hours	95%	85%	85%	85%
6. Number of lights repaired each year	1,392	1,100	1,100	1,100
7. Number of metal street light poles replaced with aluminum poles annually	32	35	40	40

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$2,061,205**
Real Estate Taxes	$2,061,205	
CHARGES FOR SERVICES		**$490,000**
Master Fire Alarm Box Fee	$140,000	
Signal Maintenance Fee	$330,000	
Cut-Out/Plug-Out Fee	$20,000	
LICENSES AND PERMITS		**$22,935**
Street Obstruction Permits	$22,935	
INTERGOVERNMENTAL REVENUE		**$207,865**
State Cherry Sheet Revenue	$207,865	
MISCELLANEOUS REVENUE		**$10,000**
Traffic Knockdowns	$10,000	
TOTAL FY13 BUDGETED REVENUE		**$2,792,005**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$1,488,875**
OTHER ORDINARY MAINTENANCE	**$1,276,460**
TRAVEL & TRAINING	**$1,670**
EXTRAORDINARY EXPENDITURES	**$25,000**
TOTAL FY13 BUDGETED EXPENDITURES	**$2,792,005**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	13	**13**	**13**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,924,545	$4,003,635	EMERGENCY COMMUNICATIONS	$4,242,970
$3,924,545	$4,003,635		$4,242,970

PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's combined Emergency Communications and 911 Center (ECC), located at the Robert W. Healy Public Safety facility. The ECC receives all calls for emergency service in the city and manages the coordinated dispatch of police, fire, EMS and other resources to respond to any emergency that may occur. The Department also coordinates the automation of dispatching, police information and fire information computer systems. The Department is responsible for coordination of the City's radio systems and public safety IT efforts and data networks. Finally, the Department participates in emergency planning and Homeland Security matters with various City, state and federal agencies.

In the first six months of FY12, ECC dispatchers generated 58,296 police, fire and EMS dispatches, processed 10,847 enhanced 911 call pickups from wireline phones, handled an additional 8,619 wireless 911 cell calls transferred from the state police wireless 911 center, processed 80,512 non-911 and non-emergency calls for the police and fire departments, received 686 fire box and City security alarm activations, recorded 3,189 fire box cutout transactions, and generated over 500,000 radio transmissions. In addition to this work, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System, and other computer systems, in support of police officers seeking license, warrant, arrest history and other information. They also managed daily tests of fire box alarms and circuits; made 1,846 special notifications to supporting City, state, federal and private (e.g. utility) organizations; kept an up-to-date list of 6,293 businesses and a contact database listing their emergency telephone numbers; processed over 8,000 towed vehicles; produced over 305 tapes of 911 calls for the district attorney, police and fire; made hundreds of calls to the language translation line on behalf of 911 and non-emergency callers who could not speak English; and performed a wide range of other tasks in support of the public safety needs of the city.

For FY13, three dispatcher positions will continue to be funded through a Public Safety Answering Point Support (PSAP) Grant funded from the State 911 Department, which is a formula-based reimbursement grant. These positions will allow the ECC to support over the phone police report intake from citizens as well as peak load 911 dispatch requirements.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

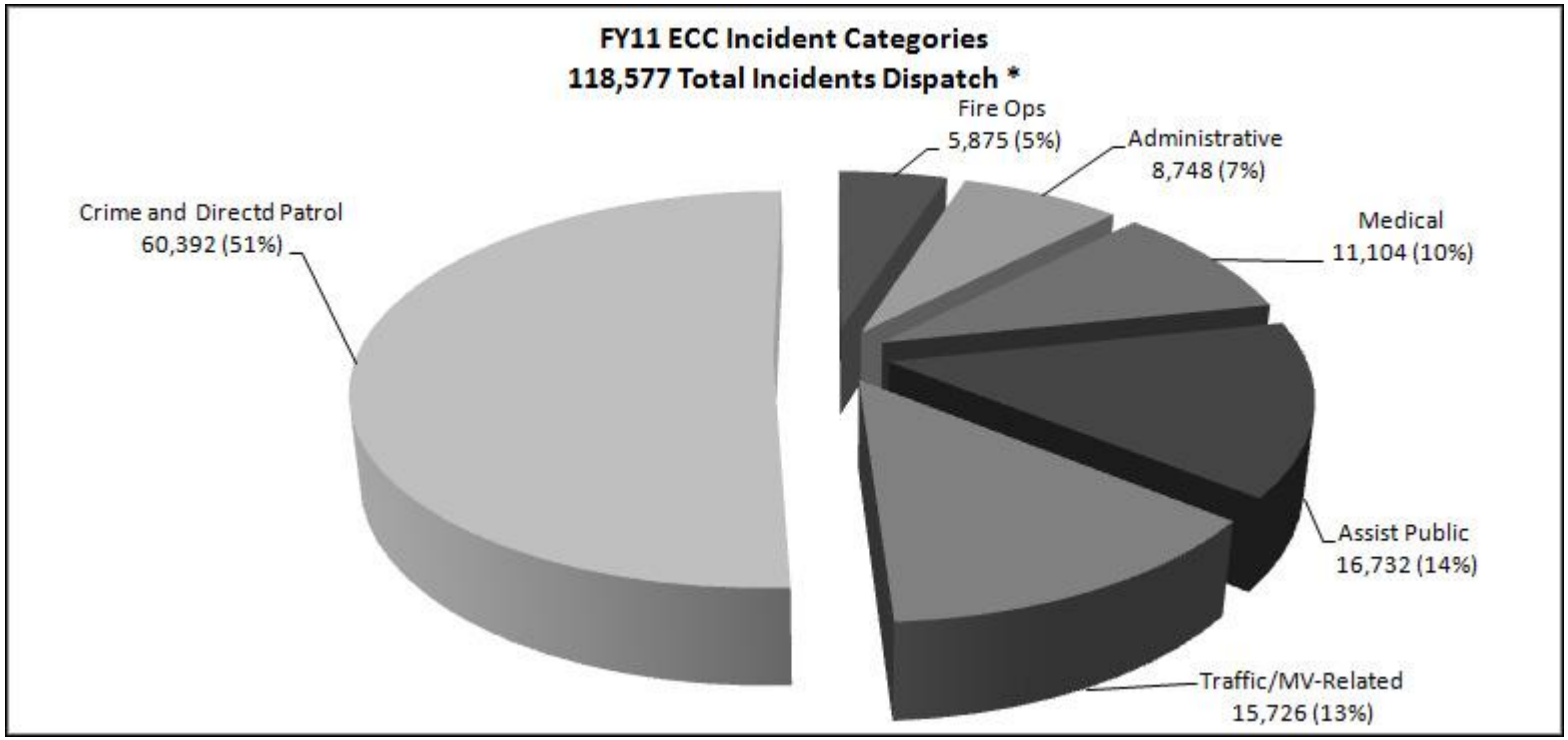
- Projected to answer over 40,000 emergency calls and dispatch to over 116,000 police, fire and EMS incidents in the city.
- Implemented a "Teleserve" program to take certain minor police reports over the telephone.
- Acquired and installed the CodeRed Emergency Notification system to alert citizens to emergencies in the city.

- Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by continuing to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters.
- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Assisted in Phase 2 of the upgrade of the citywide trunked 800 Mhz radio system from analog to digital.
- Received grants totaling over $370,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 500 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.
- Coordinated, assisted with and programmed the new Public Safety network in the city.
- Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.
- Assisted the State 911 Commission and 911 Department in developing Operational, Training and Grant guidance standards and policies for 911 centers, especially in the areas of 911 dispatcher training, emergency medical dispatch protocol implementation statewide, wireless direct call handling, and the creation of regional 911 centers.

FY13 GOALS:

Figure 1:FY11 Requests for Service

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



*Does not include approximately 160,000 non-emergency and informational calls.

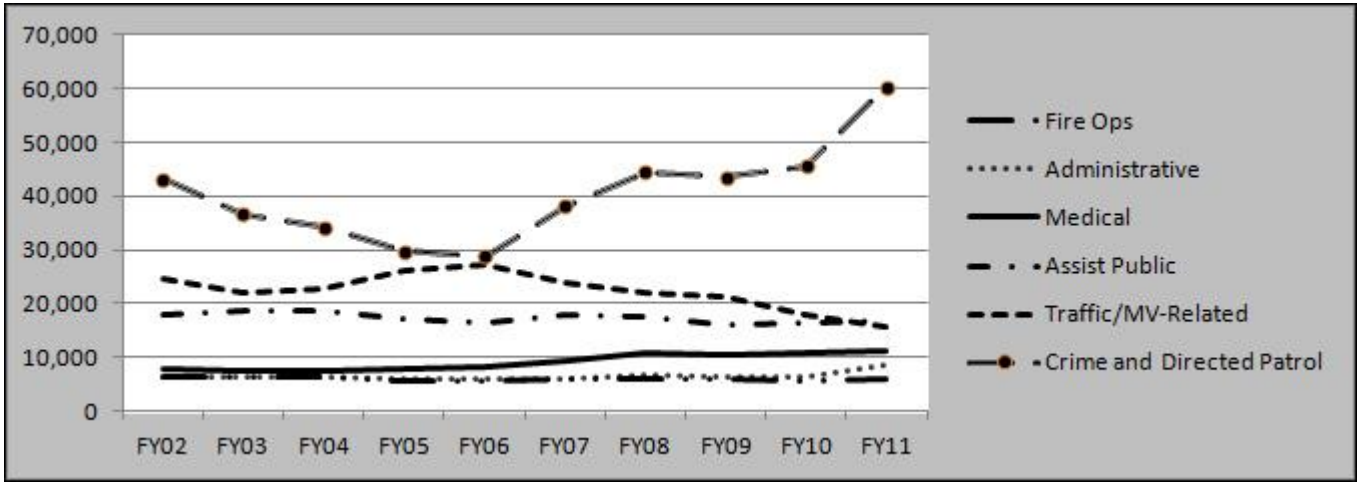
This figure shows that the largest fraction of service requests involves crime and directed police patrol assignments (51%). Assistance to the public in quality-of-life matters and Traffic/MV related calls together account for 27% of service requests handled by ECC dispatchers.

Figure 2: 10 Year Historical Incidents Data (FY02 through FY11)

Category	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	% Change ('02-'11)	% Change ('10-'11)
Fire Ops	6,425	6,529	6,282	5,778	5,698	6,092	5,986	6,044	5,682	5,875	-8.6%	3.4%
Administrative	6,300	6,407	6,402	5,892	5,960	6,048	6,718	6,244	6,240	8,748	38.9%	40.2%
Medical	7,724	7,607	7,670	7,908	8,373	9,531	10,723	10,326	10,978	11,104	43.8%	1.1%
Assist Public	18,082	18,541	18,614	17,296	16,329	18,090	17,725	16,026	16,479	16,732	-7.5%	1.5%
Traffic/MV-Related	24,606	21,971	22,898	26,181	27,219	23,772	22,066	21,443	17,754	15,726	-36.1%	-11.4%
Crime and Directed Patrol	43,226	36,659	34,179	29,689	28,796	38,232	44,402	43,588	45,539	60,392	39.7%	32.6%
Total	**106,363**	**97,714**	**96,045**	**92,744**	**92,375**	**101,765**	**107,620**	**103,671**	**102,672**	**118,577**	**11.5%**	**15.5%**

Figure 3: 10 Year Historical Incidents Graph (FY02 through FY11)

Three categories show a declining activity over a 10-year period. But service requests for the Crime and Directed Patrol category showed a very significant increasing trend beginning in FY06, due mainly to a large increase in the number of recorded Directed Patrol ("Park and Walk") activities. Emergency Medical incidents continued their steady rise, growing over 44% in number over the eight year period. In FY11, we saw a sharp increase in the number of Directed Patrol activities employed by the Cambridge Police as well as an increase in the recording of certain administrative activities.



- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of 911 call pickups (land lines)	23,412	25,000	20,000	30,000
2. Number of 911 call pickups (cell phones)	16,306	17,000	18,000	10,000
3. Percent of 911 calls not answered within 54 seconds	n/a	n/a	.01%	.01%
4. Percent Completion of Backup ECC Plan and Alternate Facility usage	0%	100%	25%	100%

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center, including use of new Criminal Justice information System (CJIS) software.*

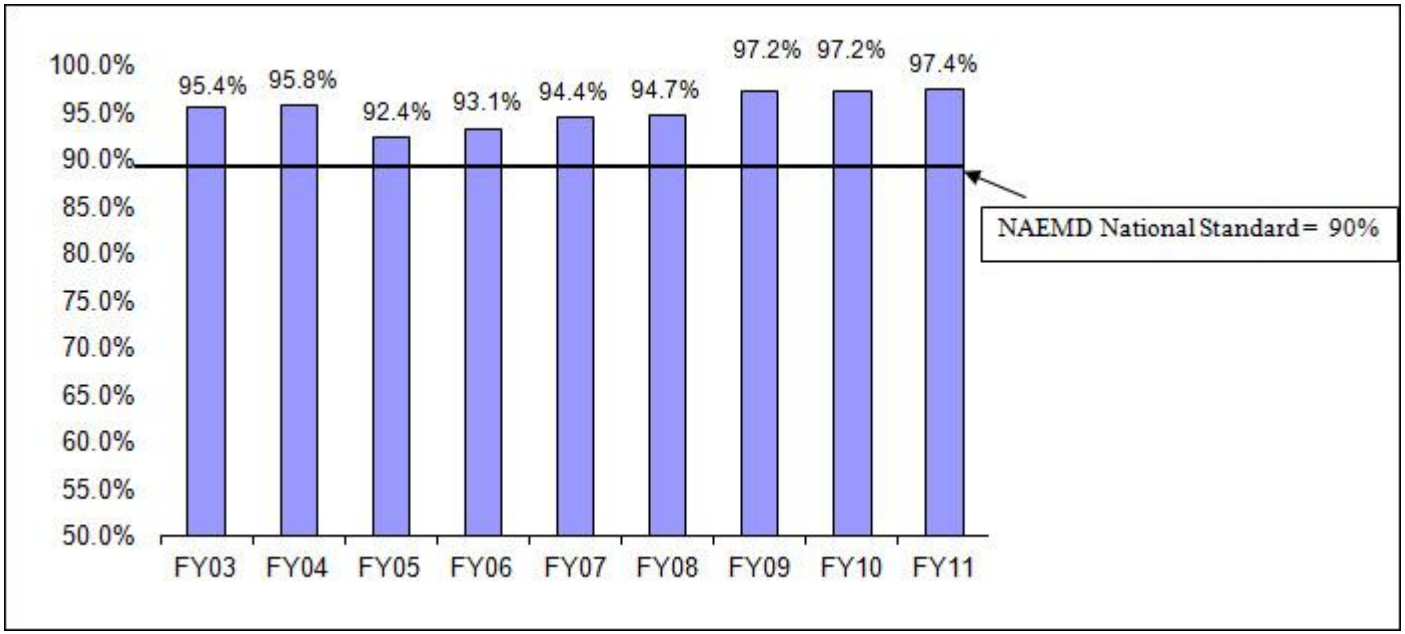
PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of training classes attended	97	120	100	100
2. Percent of dispatchers and supervisors fully cross-certified	25%	40%	25%	35%
3. Percent of dispatchers trained and certified in new CJIS software	n/a	n/a	n/a	100%

- *GOAL 3: Improve handling of non-911 and non-emergency calls for assistance, including taking certain routine reports over the telephone (Teleserve).*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of non-emergency calls processed	206,890	210,000	160,000	160,000
2. Number of community meetings and events attended	10	12	8	12
3. Number of teleserve reports processed by ECC staff	n/a	n/a	50	400

Figure 4: Dispatching Using Efficient Protocols

The ECC uses two special protocols for emergency medical and in-progress crime calls, respectively. A sample of the emergency medical calls is selected and reviewed as part of the ECC Quality Review program each month. The ECC's goal for emergency medical calls is to reach and exceed the National Academy of Emergency Medical Dispatch (NAEMD) national standard of 90% compliance.



The chart above shows that in the last 9-year period the ECC has exceeded the 90% EMD compliance score each and every year. This high level of compliance means that callers with medical emergencies are assured that they are receiving the best call handling assistance and pre-arrival instructions from Cambridge dispatchers.

- *GOAL 4: Improve the use of ECC Technology.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of CAD Advanced Topics learning modules developed and distributed in year to dispatchers	n/a	n/a	n/a	20

- *GOAL 4:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
2. Percent installation of new Dispatch Radio Consoles with advanced features	n/a	n/a	20%	100%

- *GOAL 5:* *Improve handling of emergency calls.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percent of EMS and Police In-Progress calls handled by protocol	87%	95%	85%	95%
2. Percent of highest priority medical calls processed within 60 seconds	37%	40%	25%	40%

- *GOAL 6:* *Expand the use of regional dispatch center and public safety interoperable systems and applications.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Implement regional CAD display system that shows high priority incidents and resources in Boston Metro area	n/a	n/a	10%	100%
2. Implement Secure Regional Online System (PSnet) for managing major emergencies	20%	80%	60%	80%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$4,242,970**
Real Estate Taxes	$4,242,970	
TOTAL FY13 BUDGETED REVENUE		**$4,242,970**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$4,074,910**
OTHER ORDINARY MAINTENANCE	**$148,210**
TRAVEL & TRAINING	**$15,850**
EXTRAORDINARY EXPENDITURES	**$4,000**
TOTAL FY13 BUDGETED EXPENDITURES	**$4,242,970**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	38	**38**	**38**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$31,025,040	$30,674,935	Public Works	$31,945,265
$16,282,165	$14,566,005	Water	$14,144,080
$5,307,355	$5,221,095	Community Development	$5,482,210
$568,265	$582,795	Historical Commission	$587,025
$97,620	$101,405	Conservation Commission	$101,925
$122,230	$134,345	Peace Commission	$139,595
$1,294,990	$1,355,850	Cable Television	$1,436,360
$45,247,565	$44,594,830	Debt Service	$47,526,975
$99,945,230	$97,231,260		$101,363,435

FINANCING PLAN	FY13 BUDGET
Taxes	$58,770,585
Charges For Services	$35,535,740
Licenses and Permits	$617,000
Fines & Forfeits	$1,198,195
Intergovernmental Revenue	$4,658,025
Miscellaneous Revenue	$583,890
	$101,363,435

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$4,006,375	$4,139,795	ADMINISTRATION	$4,147,275
$18,802,720	$18,015,125	SERVICE PROGRAMS	$18,911,535
$8,215,945	$8,520,015	SUPPORTING SERVICES	$8,886,455
$31,025,040	$30,674,935		$31,945,265

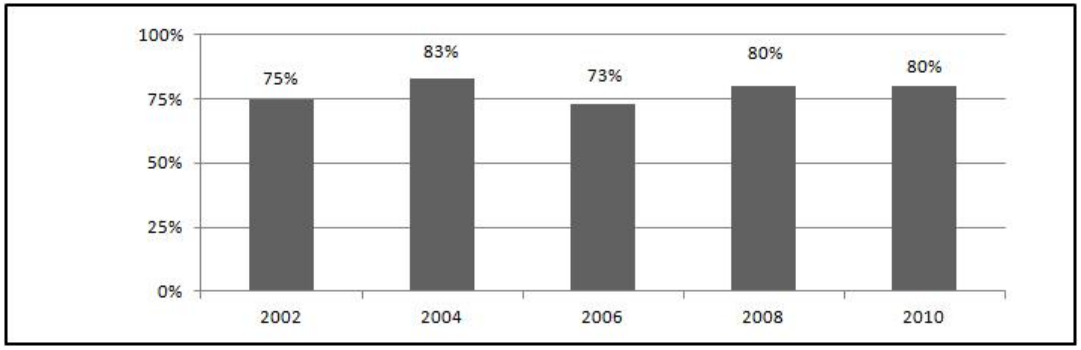
PURPOSE & OVERVIEW: The Cambridge Department of Public Works provides dependable, high quality service - maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. Public Works supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information. These services advance the City Council goal of 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 FY12 Public Works Budget supports the following:

- Provided customer service and public information through 24-hour phone coverage, as well through e-mail, the web, Facebook, Cambridge iReport, the distribution of notices and public meetings.
- Received a total of 14,538 service requests, and closed a total of 13,449 service requests.
- Provided 24-hour rapid response to emergencies in the public right-of-way, including those related to snow and ice, heavy rain and damaging wind.
- Managed $120 million in capital improvement projects as outlined in the FY12 Five Year Public Investment Plan, including $94.7 million for Sewer/Stormwater, $5 million for Buildings, $19 million for Sidewalks/Streets and $800,000 for Parks.
- Maintained 125 miles of streets and over 200 miles of sidewalks.
- Serviced 244 miles of sewer and drain lines, over 4,500 catch basins, and 69 sewer and stormwater pumps.
- Managed over 2,000 permits related to construction and business uses impacting the public way.
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions (including public construction and sidewalk snow and ice).
- Collected close to 16,000 tons of rubbish and close to 14,000 tons of recyclables.
- Conducted citywide street sweeping from April through December.
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery.
- Managed a 17,500-tree public urban forest.

- Maintained 35 public buildings and 300 vehicles and pieces of equipment, and coordinated building energy and vehicle fuel management.

For the past decade, the biannual Cambridge Citizen Survey has given residents an opportunity to give the City feedback on the services it provides. Residents have given the overall appearance of the city consistently high marks. In the most recent survey, 80% of survey respondents rated the overall appearance of the city as either "excellent" or "good."

Figure 1: Percent of survey respondents rating Cambridge's overall appearance as "Excellent" or "Good" (2002 - 2010)



Source: Biennial Cambridge Citizen Survey

Given Public Works' stated mission to maintain, improve and expand a safe, healthy, attractive and inviting physical environment, the Department takes great pride in these consistently high ratings of the city's overall appearance. In FY13, Public Works will continue to provide dependable, high quality service in all of its areas of responsibility, operating under the policy priorities established by the City Council in their goals.

SIGNIFICANT BUDGET MODIFICATIONS: Overall, the FY13 Public Works Budget for Other Ordinary Maintenance reflects a net increase of $557,105 from FY12, which has resulted from both new service requirements and the increasing contract costs for existing service programs. The Budget reflects the maintenance of the three newly renovated parks (Alberico, Fulmore and Nunes). Public Works has also seen increases in the cost of vehicle fuel, trash and debris disposal, curbside recycling collection, building maintenance including HVAC maintenance and monitoring, and has expanded public area recycling and school-based organics collection programs.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Fostered community and supported neighborhood vitality. Supported opportunities for citizens to participate and to know each other within their neighborhoods and across the city.

- Supported over 200 special events—ranging from large festivals to neighborhood block parties and youth events— through the coordination of the interdepartmental Special Events Committee and provision of basic services.
- Continued to work with the community on efforts to improve the infrastructure, quality of maintenance, and appearance of Central Square. Efforts have included participation in the Red Ribbon Commission process, the Central Square Business Association, and the newly-formed Central Square Advisory Committee, as well as efforts to control litter by increasing the number of sealed solar compacting rubbish receptacles and public area recycling receptacles, and continuing an aggressive graffiti removal and power-washing program.
- Hosted and facilitated a series of community meetings to discuss infrastructure and surface improvements associated with the Alewife Sewer Separation Project, the Land Boulevard Infrastructure Improvements Project, the Myrtle/Magnolia Ave Infrastructure Improvements Project, and reconstruction of Broadway between Prospect and Portland streets.
- Improved public buildings through projects such as the painting of City Hall's interior common corridors in historically accurate colors using Community Preservation Act funding, improvements to the Moore Youth Center's kitchen facilities, improvements to the Finance Department's payment window, and the renovation of the Public Works Frazier Building's accessibility lift.
- Improved public open spaces through projects such as the development of a new planting plan and irrigation system at Dawes Island in Harvard Square, enhancements to the veterans' memorial on Huron Avenue, and expansion of the hanging baskets program through increased collaboration with businesses and organizations.
- Hosted neighborhood tree walks led by the City Arborist in North Cambridge, Agassiz and Cambridge Highlands.

Evaluated City expenditures with a view of maintaining a strong fiscal position and awareness of impact on taxpayers while providing a high quality array of City services.

- Launched Cambridge iReport in collaboration with the IT Department. This web and mobile phone application allows members of the community to request service from Public Works related to potholes, graffiti, missed rubbish and recycling pick up, and unshoveled/ icy sidewalks. Cambridge iReport makes it easier for the community to request service, while at the same time increasing the Department's operational efficiency by reducing the time required to enter work orders and automating the process of

notifying requesters about the status of their request.

- Launched Public Works Facebook page (facebook.com/cambridgedpw), providing members of the community another option for getting information and updates from the department. Public Works continues to explore ways to better utilize social media, working in collaboration with other departments as part of the E-Government process.
- Worked with an operations management team from the Harvard Kennedy School of Government, who conducted a review of business practices related to Street and Sidewalk Maintenance work flow and made recommendations related to adopting mobile technology to improve efficiency.

Promoted public safety to address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

- Issued the fourth update to the City's *Five Year Sidewalk and Street Reconstruction Plan*, which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location. This year's Plan continues to emphasize a "complete streets" program, where streets are designed for all users—pedestrians, cyclists, bus riders, drivers and residents— and includes more sidewalk reconstruction and missing ramp reconstruction on major arterials to increase accessibility for pedestrians. The Plan also emphasizes tree planting and protection during construction.
- Completed major roadway and sidewalk improvements, including: Whittemore Avenue, Harrison Avenue, Seagrave Road, Madison Avenue, Magoun Street, Columbus Avenue, Kimball Street, Kassul Park, Massachusetts Avenue (Hancock Street to Columbia Street), Douglass Street, Norfolk Street (Massachusetts Avenue to Harvard Street), Essex Street (Massachusetts Avenue to Harvard Street), Erie Street (Sidney Street to Magazine Street), Griswold Street, Loomis Street, Normandy Avenue, Normandy Terrace, South Normandy Avenue, Sunset Road, Pemberton Street (Massachusetts Avenue to Fairfield Street), Lowell Street, Henry Street, and Upland Road (Raymond Street to Huron Avenue).
- Continued several community processes related to upcoming major construction projects, including Kendall Square (Main Street) and the Alewife Sewer Separation Project community process (with a focus on Huron Avenue Contract A, which includes Larch Road, Grozier Road, Lexington Avenue, Lakeview Avenue, Standish Street, Vassal Lane from Lakeview to Standish, Malcolm Road and Hawthorne Park).
- Significantly expanded the City's snow operations to include snow removal at bus stops and corner ramps along high-volume bus routes after significant snow accumulation.
- Continued to improve public information related to snow by updating the sidewalk snow and ice informational brochure that is mailed annually with water bills, posting the City's snow operations manual online, offering CodeRED as a tool for the community to receive snow emergency notifications by phone, text and e-mail, and launching Cambridge iReport to enable residents to report unshoveled and/or icy sidewalks by web or mobile phone.

- Promoted workplace and public safety through OSHA 30 hour and OSHA Competent Person training for supervisors and construction project managers. This training was partially funded through a Commonwealth of Massachusetts Department of Industrial Accidents Grant and a collaboration with Teamsters Local 25.

Promoted a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability in the following key areas:

Energy Management

- Implemented energy efficiency projects in municipal and school facilities, prioritizing projects with a high return-on-investment and as part of year four of the Green Communities Plan. This year's projects include 30 buildings for a combined projected annual savings of 15,150 MMBTU, while avoiding $486,854 in costs and 2,290 tons of CO_2 emissions.
- Sponsored the 4th year of Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduces Cambridge high school students to environmental sustainability topics.
- Purchased replacement vehicles in accordance with the City's Green Fleet policy, including three more fuel-efficient pick-up trucks and a Chevy Volt.
- Installed an electric vehicle charging station at the DPW facility for DPW use on weekdays and public use on evenings and weekends. This station is one of seven installed across the City using a grant from the Massachusetts Department of Energy.
- Improved municipal energy tracking to provide greater accuracy in measurement and verification of energy use and improve prioritization of future efficiency projects.

Urban Forestry

- Named a Tree City USA by the National Arbor Day Foundation for the 19th consecutive year, and named a winner of the more prestigious Growth Award for the 4th consecutive year.
- Planted over 400 trees in public areas throughout the city. Most new trees include Gator Bags, heavy-duty watering bags that neighbors are encouraged to fill once or twice a week during hot summer months to improve the survival rates of young trees.
- Launched the Jr. Forester Program, through which young people can volunteer to help a young tree grow healthy and strong by weeding, watering and mulching. In year one of the program, 40 Junior Foresters earned their badges.
- Utilized Urban Forestry interns to conduct special projects, including conducting a summer Water-By-Bike/ Tree Ambassador Program, completing a citywide tree inventory/ planning study, and producing web-based resources for the public (including tree care videos and a map-based tour of the Main Library's trees).

- Provided emergency response to and clean up of downed trees and significant limbs in over 300 locations related to August's Tropical Storm Irene, and continued training and planning efforts in order to improve response to future emergencies involving downed trees and wires.

Stormwater Management

- Began the Cambridge Park Drive Area Drainage Improvements and Stormwater Wetland Project, which is a key element of the Alewife Sewer Separation Project, through which combined sanitary wastewater and stormwater infrastructure in the Huron Avenue and Concord Avenue neighborhoods east of Fresh Pond will be separated. Construction of this project will provide significant environmental benefits by eliminating the existing combined sewer outfall, minimizing flooding in the Concord Avenue and Fresh Pond Parkway areas, protecting Fresh Pond from flood waters and reducing the discharge of pollutants to the Little River and Alewife Brook. Also included in the project is construction of a 3.4-acre stormwater management wetland just west of the MBTA's Alewife Station that will store and treat stormwater runoff before it enters the Little River. The wetland will provide an urban wild for the community to enjoy with passive recreation and environmental education, an amphitheater, interpretive signage, overlooks and boardwalks.
- Continued to collaborate with the Community Development Department on a vulnerability/resilience assessment as part of climate change adaptation planning efforts, to enable better planning for potential increases in extreme weather and sea level rise.
- Began treating all salt used during ice and snow clearing operations with a liquid, corn-based deicer that improves the effectiveness of the ice-melt and reduces its corrosiveness and adverse environmental impacts.

Solid Waste Management

- Increased recycling by 6% as compared to FY11, while decreasing tons of trash disposed by over 2%. Since October 2010, when the City implemented single stream recycling, recycling tonnage has increased close to 15%.
- Initiated a feasibility study of a curbside food scraps collection program for residents and a possible pilot program for 500-800 households as part of the first year of a two-year grant from the MA Department of Environmental Protection.
- Expanded lunchroom composting at the Peabody, Cambridgeport, CRLS and Tobin Schools, while continuing the existing program at the King Open School and Graham and Parks School.
- Installed more public area recycling bins in Central Square, along Cambridge Street, and at 36 parks and recreational areas across the city.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$23,087,800**
Real Estate Taxes	$23,087,800	
CHARGES FOR SERVICES		**$5,635,960**
Water Usage Charge	$400,000	
Parking Fund Parking Usage	$1,988,740	
Sewer Service Charge	$2,874,220	
Sewer Connection Fee	$100,000	
Cemetery Fees	$240,000	
Document Sales	$3,000	
White Goods	$30,000	
LICENSES AND PERMITS		**$562,000**
Public Works Street Permit	$550,000	
Newspaper Boxes	$12,000	
FINES & FORFEITS		**$1,058,195**
Parking Fines	$1,058,195	
INTERGOVERNMENTAL REVENUE		**$1,316,060**
State Cherry Sheet Revenue	$1,316,060	
MISCELLANEOUS REVENUE		**$285,250**
Rent Of City Property	$76,850	
Interest on Perpetual Care	$40,000	
Sale of Lots and Graves	$80,000	
Recycling Revenue	$20,000	
Overtime Reimbursement	$27,000	
Misc Reimbursement	$41,400	
TOTAL FY13 BUDGETED REVENUE		**$31,945,265**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$20,129,610**
OTHER ORDINARY MAINTENANCE	**$11,341,625**
TRAVEL & TRAINING	**$104,030**
EXTRAORDINARY EXPENDITURES	**$370,000**
TOTAL FY13 BUDGETED EXPENDITURES	**$31,945,265**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	212	**213**	**213**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,303,850	$1,346,280	ADMINISTRATION	$1,321,870
$602,395	$616,030	BUSINESS SERVICES	$578,890
$2,100,130	$2,177,485	ENGINEERING	$2,246,515
$4,006,375	$4,139,795		$4,147,275

ADMINISTRATION

PURPOSE & OVERVIEW: The Administration Division supports the general management and administrative activities necessary to make Public Works function as a cohesive organization, including policy development, labor relations, human resources, training and career development, health and wellness programming, budgeting, fiscal administration, payroll, community relations and information systems. Administration continually re-evaluates business practices and operations to ensure that Public Works maximizes service delivery and customer service while at the same time minimizing costs.

Providing excellent public information and customer relations is a key focus of the Administration's work, whether it is with residents, businesses, vendors, job applicants or Public Works staff. Administration manages Public Works' telephone switchboard, website and Facebook page, Cambridge iReport and other service requests, work order systems, e-mail distribution lists, publications and other notices. Administration staff provide administrative and IT support to all Public Works divisions in order to improve their responsiveness to community needs, with recent efforts focused on improving web and mobile resources.

FY13 GOALS:

- *GOAL 1: Provide excellent customer service, public information, responsiveness to requests and complaints, and work toward continual improvement in these areas through better business practices and use of technology.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Develop strategy for implementing mobile technology to provide better customer service and improved efficiency by linking crews in the field to computer based work order systems (percent complete)	35%	50%	50%	60%
2. Continue to strengthen and broaden community outreach efforts and through social media outlets, such as Facebook, YouTube and Twitter	5%	n/a	15%	35%

- *GOAL 2: Expand the capacity and efficiency of the workforce through comprehensive training programs, with a focus on health and safety programs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Develop a comprehensive training program based on an assessment of employee skill development needs to meet Department priorities and fulfill citywide goals and service needs (percent complete)	50%	60%	60%	75%

BUSINESS SERVICES

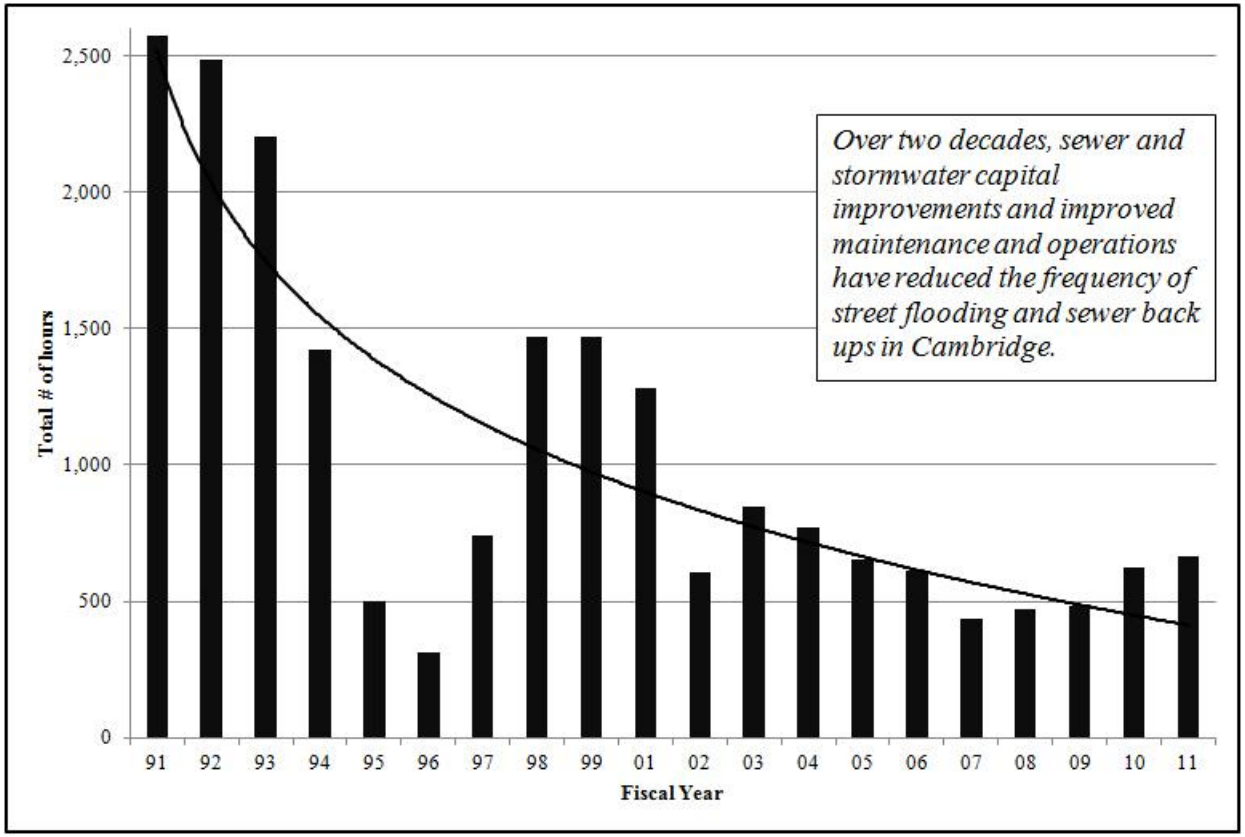
PURPOSE & OVERVIEW: The Business Services division oversees the financial operations of Public Works, managing operating and capital budgets, paying close to $40 million in invoices annually and administering contracts and grants. The unit also supports the Department's operating divisions in managing and tracking their budgets, preparing contract specifications and expanding the use of technology in administrative functions.

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division's primary responsibilities include management of sewer and stormwater conveyance systems, stormwater quality programs, street and sidewalk improvement projects and infrastructure information.

Sewer and Stormwater Management: In FY12, the sewer and stormwater management program included management of a $94.7 million capital budget, 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 water quality, improving sewer and stormwater levels of service, and reducing sewer backups.

Figure 2: Decline in Sewer Division Overtime Hours Worked (FY91-FY11)



*no data available for FY00 hours

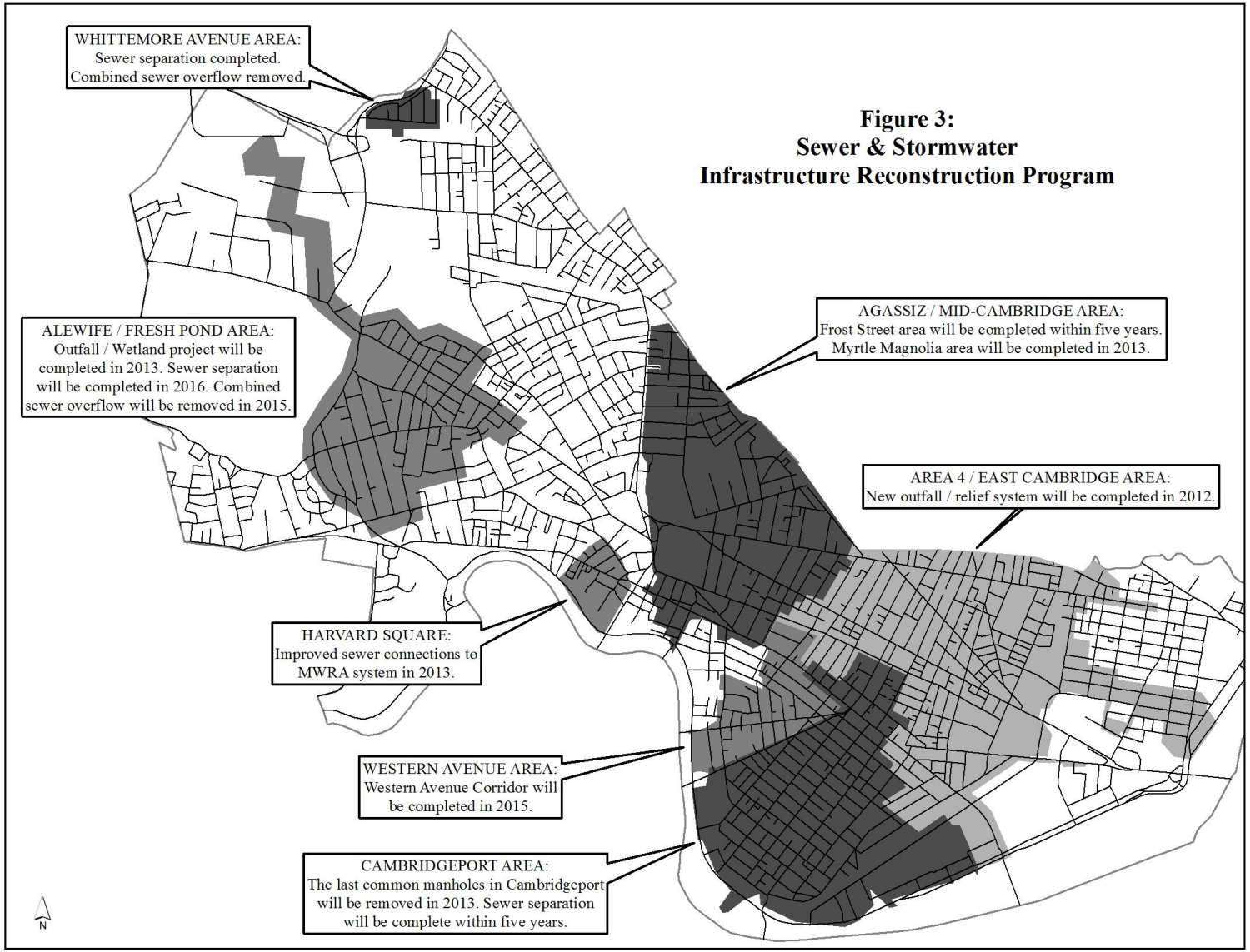


Figure 3:
Sewer & Stormwater
Infrastructure Reconstruction Program

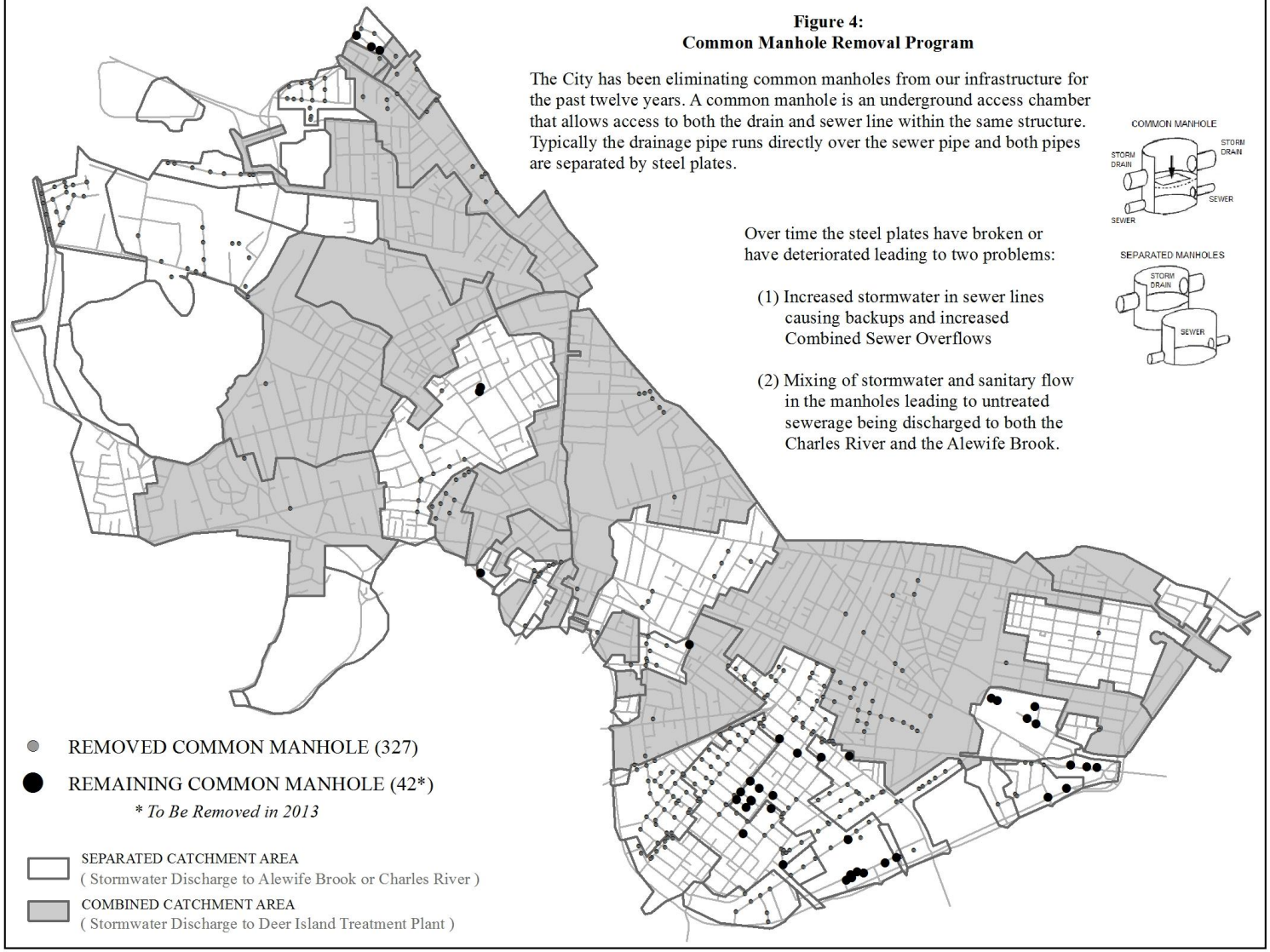
Figure 4:
Common Manhole Removal Program

The City has been eliminating common manholes from our infrastructure for the past twelve years. A common manhole is an underground access chamber that allows access to both the drain and sewer line within the same structure. Typically the drainage pipe runs directly over the sewer pipe and both pipes are separated by steel plates.

Over time the steel plates have broken or have deteriorated leading to two problems:

(1) Increased stormwater in sewer lines causing backups and increased Combined Sewer Overflows

(2) Mixing of stormwater and sanitary flow in the manholes leading to untreated sewerage being discharged to both the Charles River and the Alewife Brook.



REMOVED COMMON MANHOLE (327)

REMAINING COMMON MANHOLE (42*)

** To Be Removed in 2013*

SEPARATED CATCHMENT AREA
(Stormwater Discharge to Alewife Brook or Charles River)

COMBINED CATCHMENT AREA
(Stormwater Discharge to Deer Island Treatment Plant)

Table 1: Major Sewer & Stormwater Infrastructure Maintenance (FY07-FY11)

	FY07	FY08	FY09	FY10	FY11
Pipe cleaned (linear feet)	30,000	67,188	103,145	45,701	53,349
Pipe televised (linear feet)	1,000	62,773	97,196	45,551	49,352
Pipe lined (linear feet)	750	376	400	9,640	1,455
Stormwater drain installed (linear feet)	590	3,190	1,595	3,257	4,099
Sanitary sewer installed (linear feet)	181	1,559	247	2,293	2,617
Deep sump catch basins installed	40	86	15	99	157
Structural repairs completed	128	78	71	134	334

FY13 GOALS:

- *GOAL 1:* *Continue to implement a comprehensive stormwater management program in accordance with federal, state and municipal requirements in order to improve water quality in the Charles River and Alewife Brook.*

- *GOAL 2:* *Monitor construction and manage design of sewer separation and stormwater management projects.*

- *GOAL 3:* *Improve the function, capacity and level of service of the City's sanitary sewer and stormwater infrastructure through ongoing maintenance and enhancements.*

Surface Improvements: In FY12, the Engineering division also managed $19 million in street and sidewalk improvement contracts at locations identified in the *Five Year Sidewalk and Street Reconstruction Plan*. The *Five Year Plan* is updated annually in close coordination with the City's Commission for Persons with Disabilities. In FY12, the division continued to emphasize the City's commitment to a "complete streets" program, through which streets are designed for all users – pedestrians, cyclists, bus riders, drivers and residents. The updated plan includes more sidewalk locations as well as the reconstruction of missing ramps on major arterials. In FY12, the condition of every street and sidewalk in the city was re-evaluated through the Pavement Management System and the Sidewalk Condition Survey, which will provide a basis for prioritizing future improvements.

- *GOAL 4:* *Improve sidewalk and roadway infrastructure to advance vehicular safety, cyclist safety, pedestrian safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Access ramps upgraded*	183	270	250	250
2. Lane miles of roadway re-paved*	9.4	17.0	22.3	15.0
3. Miles of sidewalk replaced*	6.8	9.0	9.0	9.0
*Figures include all ramps, roadway and sidewalks in the public way that are reconstructed through City surface and infrastructure improvements (such as sewer separation) and as a condition of private development				

Information Management: Engineering also has extensive information management responsibilities. Engineering staff update and maintain paper and electronic records defining the public right of way, easements, City property lines, utility corridors, utility connections and flood plains, and respond to and fulfill requests for public information related to these records.

- *GOAL 5:* *Provide high quality customer service in fulfilling information requests, and improve engineering document management through better archiving and renovations to the DPW vault.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of information requests via telephone, e-mail and walk-ins	262	300	400	400
2. Archiving/vault reconstruction project (percent complete)	50%	75%	75%	95%
3. Updates made to City's collection system model and GIS	6,538	2,500	3,500	2,500

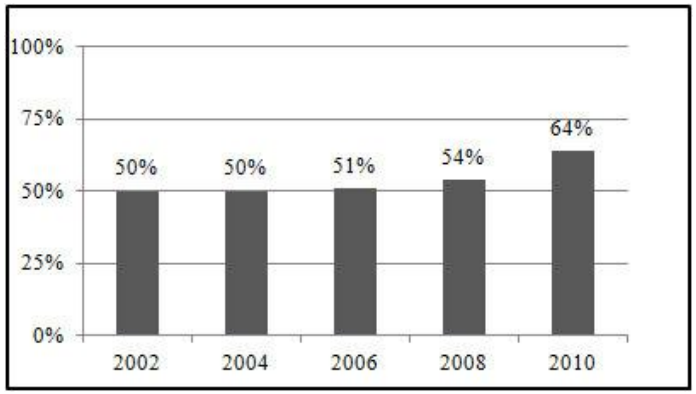
ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,178,655	$3,329,800	STREET AND SEWER MAINTENANCE	$3,481,025
$2,076,500	$318,000	SNOW AND ICE	$322,000
$5,255,155	$3,647,800		$3,803,025

STREET AND SEWER MAINTENANCE

PURPOSE & OVERVIEW: The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 244 miles of sewer and stormwater lines, more than 4,500 catch basins and 69 sewer and stormwater pumps.

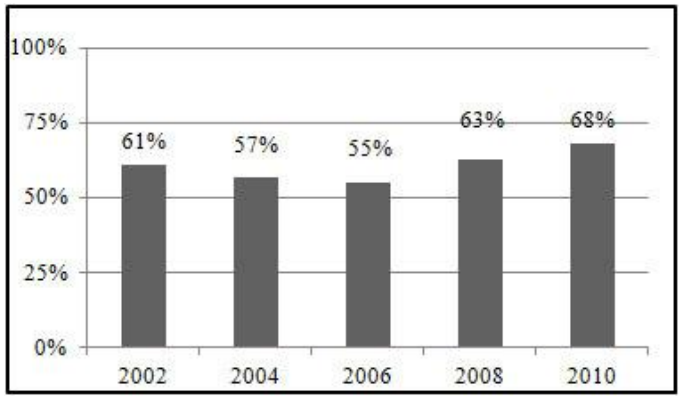
In 2008 and 2010, Cambridge Citizen Survey respondents listed the "condition of streets/ sidewalks" among the top 10 priorities they would like the City to address. Between 2008 and 2010, survey respondents reported a 10% increase in positive ratings of sidewalk maintenance, and a 5% increase in positive ratings of street maintenance.

Figure 5: Percent of survey respondents rating Cambridge's sidewalk maintenance as Excellent or Good (2002-2010)



Source: Biennial Cambridge Citizen Survey

Figure 6: Percent of survey respondents rating Cambridge's street maintenance and cleanliness as Excellent or Good (2002 - 2010)

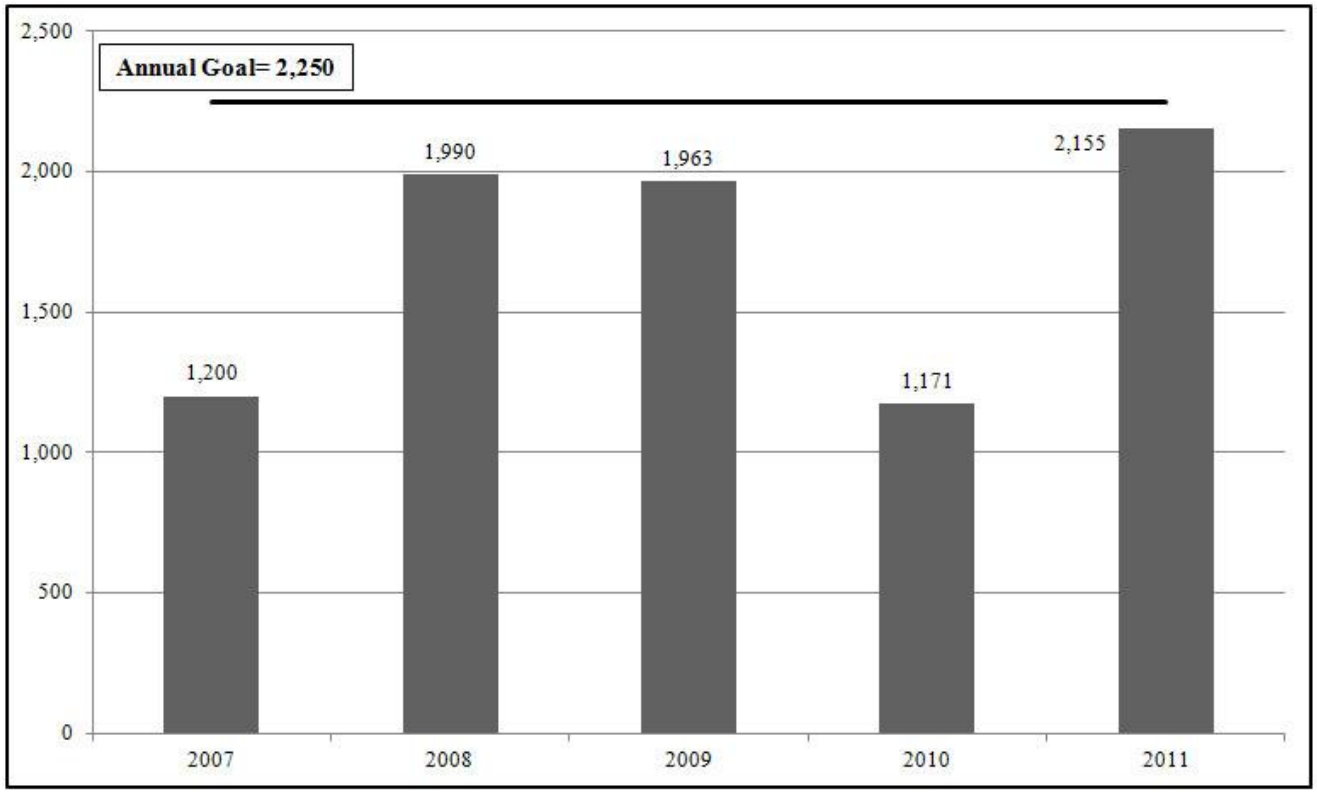


Source: Biennial Cambridge Citizen Survey

Street and Sidewalk Maintenance crews have used the City's work order system to enable more efficient tracking of and response to complaints, documentation of inspections, and prioritization and scheduling of repairs. Street and Sidewalk Maintenance continues to build on these business practices in order to be more responsive to resident requests, particularly as the City has launched the Cambridge iReport pothole reporting application. Since the launch of Cambridge iReport, the division has been able to repair approximately 80% of potholes within one week of receiving a report, and will work to improve this response time during the coming year.

A comparable effort has been made in preventive sewer maintenance and catch basin cleaning operations, in order to reduce emergency sewer back-ups and flooding. This includes catch basin cleaning, routine inspection and flushing of 75 problem lines, and in-house servicing of small pumps and tanks. While Sewer Maintenance has the goal of cleaning all catch basins within the City at least once every two years, the division is also working toward using data provided by sediment analysis to schedule cleaning more frequently in areas where it is most needed.

Figure 7: Number of Catch Basins Cleaned (FY07 - FY11)

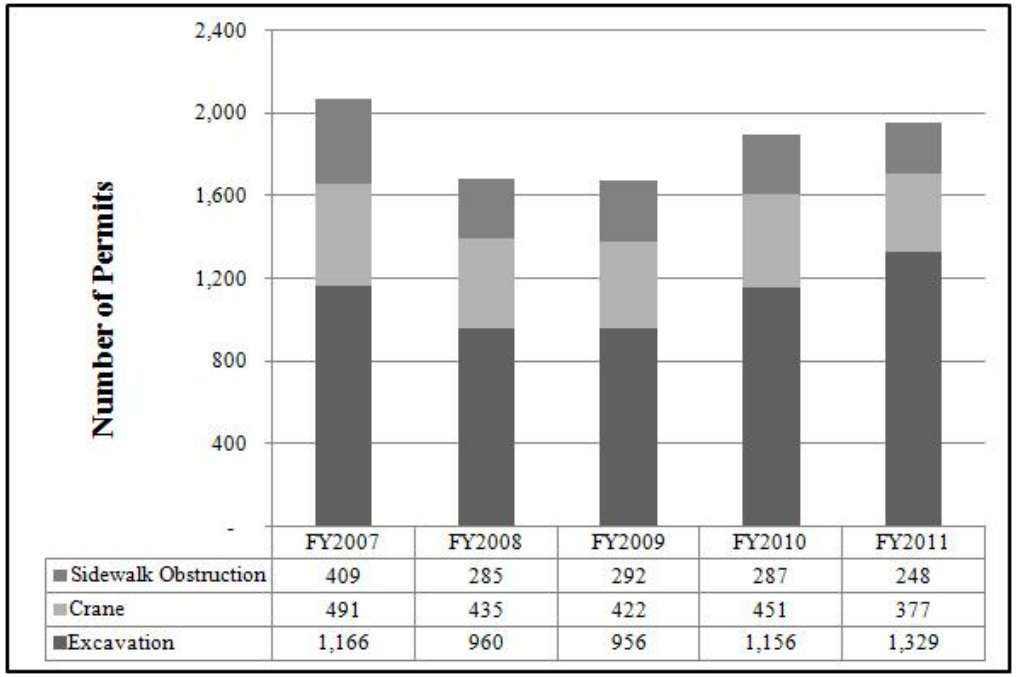


Annual goal of 2,250 reflects cleaning each of the City's 4,500 catch basin once every other year.

Street and Sewer Maintenance also permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, drainage structures and cranes); permits and inspects business sidewalk use (including newsracks, A-frame signs and outdoor dining); consults with contractors and utility companies; and provides technical assistance to homeowners. As shown in Figure 8, after two years of

decline, permit volume has increased since FY09.

Figure 8: Public Works Construction Permit Volume (FY07 - FY11)



FY13 GOALS:

- *GOAL 1: Continue to improve the sidewalk/street rapid response and maintenance program.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Inspect reported sidewalk defects within 2 business days of receiving complaint (percent of inspections completed within 2 days)	83%	85%	85%	90%
2. Number of emergency service/rapid response requests responded to	91	90	100	100
3. Number of pre-scheduled sidewalk repairs completed	388	500	500	500

- *GOAL 2: Continue to improve the sewer/stormwater rapid response and preventative maintenance program.*

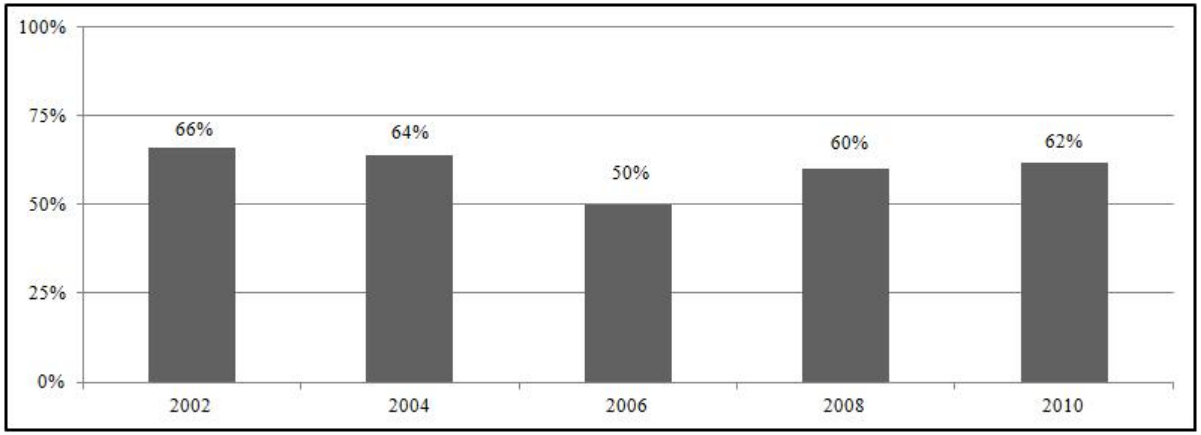
PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Preventative maintenance work orders completed. (Includes planned biweekly cleaning and planned quarterly grease cleaning, jetting and odor control)	521	600	600	600
2. Number of emergency service/rapid response requests	138	60	50	50

- *GOAL 3: Maintain permit program that supports community needs and provides excellent customer service.*

SNOW AND ICE

PURPOSE & OVERVIEW: Public Works is responsible for maintaining safe, unobstructed public ways during the winter months by acting as the command center for salting and snow plowing operations by coordinating different departments and contractors, purchasing materials and equipment, maintaining vehicles and assisting the public. Salting and plowing operations cover 125 miles of roadway and 18 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high volume bus stops, parks and other public areas. Public Works also promotes sidewalk snow and ice clearance by private property owners through publicity about the City Ordinance, and by working with the Traffic Department to inspect complaints and issue citations for sidewalks that have not been cleared.

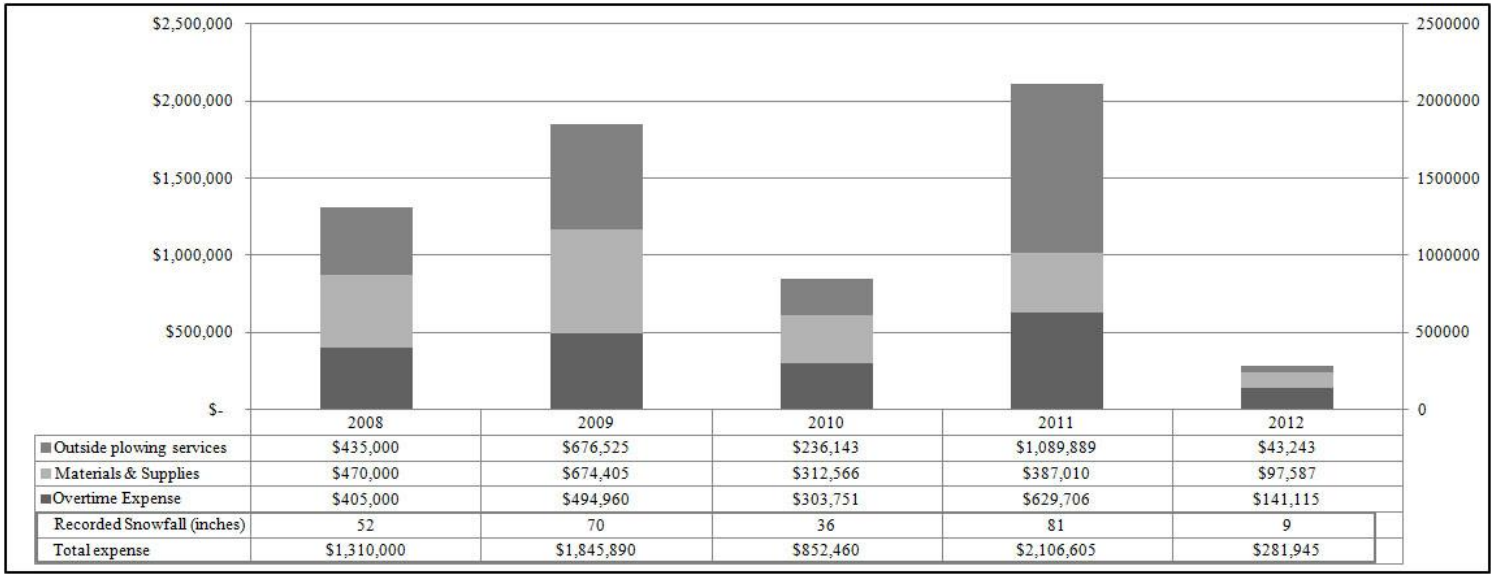
Figure 9: Percent of survey respondents rating Cambridge's snow removal as Excellent or Good (2002 - 2010)



Source: Biennial Cambridge Citizen Survey

While ratings in the City's snow clearance efforts have remained consistent over the past decade, Public Works has greatly increased the scope of its operations during this period to include more snow clearing of pedestrian areas, bus stops and crosswalks, and removing snow from high priority locations. All City departments involved in snow operations have worked to improve public information and resources for the community through mailings, the web, and text and e-mail notifications. Public Works also acts as a resource to the community during and after storms by providing 24-hour phone coverage, and opportunities to report uncleared sidewalks via a hotline, website and the Cambridge iReport mobile application.

Figure 10: Public Works' Snow Clearing Expenses and Total Annual Snowfall Amounts (FY08 - FY12)



	2008	2009	2010	2011	2012
Outside plowing services	$435,000	$676,525	$236,143	$1,089,889	$43,243
Materials & Supplies	$470,000	$674,405	$312,566	$387,010	$97,587
Overtime Expense	$405,000	$494,960	$303,751	$629,706	$141,115
Recorded Snowfall (inches)	52	70	36	81	9
Total expense	$1,310,000	$1,845,890	$852,460	$2,106,605	$281,945

FY13 GOALS:

- *GOAL 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.*
- *GOAL 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.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Promote improved sidewalk clearance through inspections of snow and ice ordinance violation complaints	2,367	1,000	25	1,000

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,650,215	$1,855,805	STREET CLEANING	$2,126,115
$4,055,735	$4,106,320	RUBBISH REMOVAL	$4,414,210
$2,215,180	$2,406,130	RECYCLING	$2,489,150
$7,921,130	$8,368,255		$9,029,475

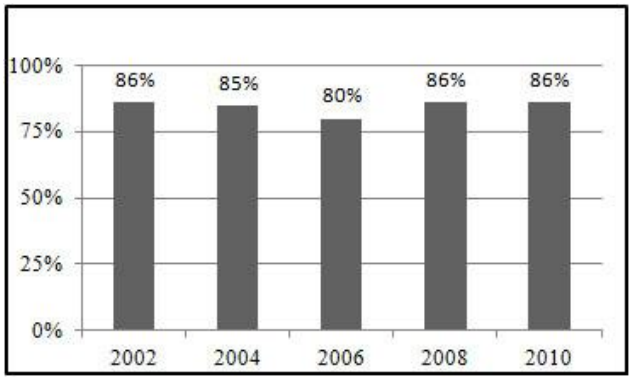
SOLID WASTE

PURPOSE & OVERVIEW: The Solid Waste division includes Street Cleaning, Rubbish Removal and Recycling. These programs work to improve the cleanliness of the city, while promoting a decrease in trash disposal and an increase in recycling.

The division manages weekly curbside pickup of single-stream recycling and trash from residential areas, public buildings and schools, as well as seasonal weekly yard waste collection (April through mid-December), Christmas tree collection (first two weeks of January), and pre-scheduled collection of large appliances (on a fee basis). The division also operates a drop off Recycling Center open to Cambridge residents and businesses and non-profits with 50 or fewer employees. In addition, Solid Waste sponsors household hazardous waste collections three times per year, providing proper disposal for approximately 900 carloads of household hazardous waste annually.

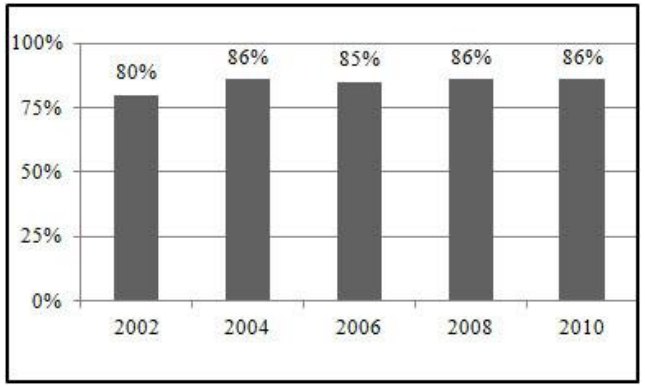
Day-to-day customer service, education and outreach are a priority for the division, as is the provision of technical assistance to schools and multi-family residences and collaboration with the Recycling Advisory Committee and community volunteers. Cambridge residents have consistently given high marks to trash and recycling collection programs during the past decade, as shown in Figures 11 and 12. These high rating are due, in part, to the Department's rapid response to curbside service requests, 90% of these service requests are resolved within one business day.

Figure 11: Percent of survey respondents rating Cambridge's garbage collection as Excellent or Good (2002 - 2010)



Source: Biennial Cambridge Citizen Survey

Figure 12: Percent of survey respondents rating Cambridge's recycling collection as Excellent or Good (2002 - 2010)



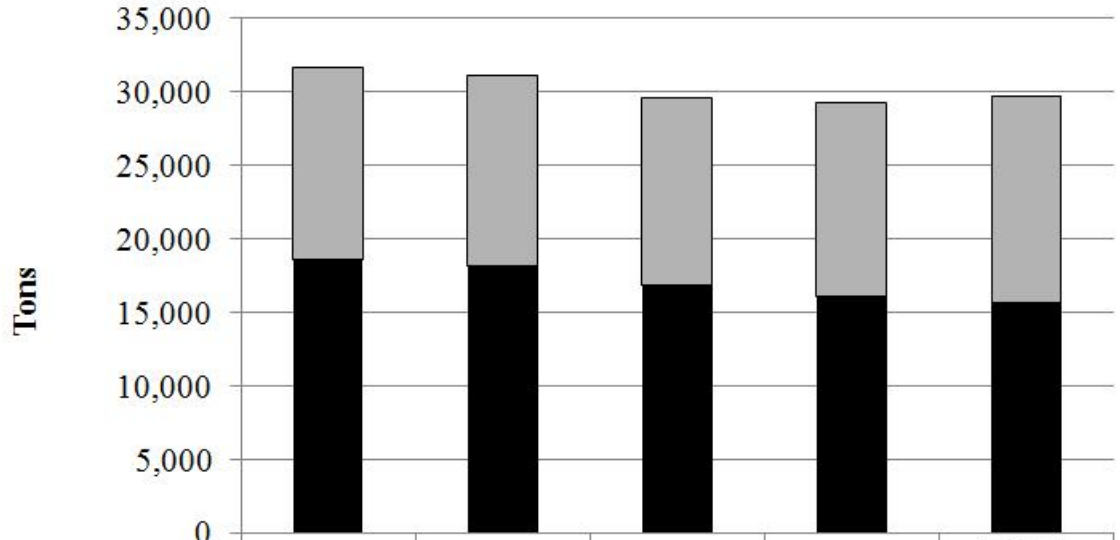
Source: Biennial Cambridge Citizen Survey

The Solid Waste Division is also responsible for maintaining clean public ways through mechanical street sweeping throughout the city and more intensive street sweeping, sidewalk cleaning and litter collection in city squares. Citywide street sweeping runs from April through December, and includes vacuum sweeping three times per year to improve stormwater quality.

Crews conduct regular power-washing of public area trash and recycling receptacles, and also operate a graffiti removal program through which approximately 500 incidents of graffiti are cleaned each year. Increasing the amount of sealed, solar-powered trash compactors and recycling bins in public areas has been a major focus in recent years, as has the implementation of citywide rodent control efforts in coordination with other City Departments.

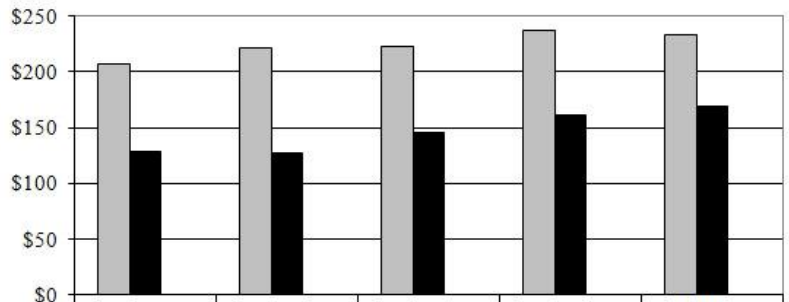
All of these programs seek to minimize trash, divert toxics and reduce climate-changing emissions. The City has made significant strides in reducing trash tonnage and increasing recycling tonnage, which has benefited the environment and has reduced disposal costs. Public Works continues to build on these efforts, and has set aggressive long-term goals in keeping with Massachusetts Statewide Waste Reduction Goals and the Cambridge Climate Protection Plan.

Figure 13: Curbside Trash and Recycling Tonnage (FY08 - FY12 Projected)



	FY08	FY09	FY10	FY11	FY12 Projected
TOTAL SOLID WASTE (TONS)	31,715	31,125	29,588	29,302	29,660
Recycling (tons)	13,166	12,954	12,685	13,236	13,975
Curbside Trash (tons)	18,549	18,171	16,903	16,066	15,685

Figure 14: Cost Per Ton of Trash and Recycling, Savings Per Ton By Recycling (FY08-FY12 Projected)



	FY08	FY09	FY10	FY11	FY12 Projected
Trash	$207	$222	$223	$237	$233
Recycling	$129	$127	$146	$161	$169
Savings per ton by recycling	$78	$95	$77	$76	$64

Trash cost per ton includes labor and equipment costs of collection and disposal fees. Recycling cost per ton includes collection, processing fees, staff and equipment costs minus revenues from the sale of recyclables.

RECYCLING

Over the long-term, Public Works strives to meet the Massachusetts Department of Environmental Protection's Solid Waste Master Plan goals of reducing residential trash quantities by 30% by 2020 and by 80% by 2050 (from 2008 baseline year).

Table 2: Longterm Curbside Solid Waste Reduction Goals

Year	Tons (citywide)	Annual pounds per household*	Average pounds per household per week
2008	18,549	1,156	22
2011	16,066	1,001	19
2020 goal	12,984	809	16
2050 goal	3,710	231	4

*Based on 32,103 households served by City trash collection in FY11.

FY13 GOALS:

- *GOAL 1: Reduce residential trash quantities by 30% by 2020, and by 80% by 2050 (from 2008 baseline year).*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of large apartment buildings (6+ units) in which residents recycle more than 10 pounds per household per week	62%	60%	65%	70%
2. Number of large apartment buildings (6+ units) monitored for recycling participation	458	500	350	400

- *GOAL 2:* *Reduce solid waste through curbside collection of food scraps for composting from 1-13 unit buildings with City trash collection and by expanding school-based composting.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Complete a feasibility study (by 2013) of implementing curbside composting pilot program through a recently awarded DEP grant	n/a	n/a	60%	100%
2. Expand compost collection to all Cambridge Public Schools, in collaboration with the School Department (# of schools with food scrap collection for composting)	2	n/a	7	10

- *GOAL 3:* *Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash, land-filled or incinerated.*

Table 3: Toxics Diverted from the Waste Stream (FY07 - FY11)

	FY07	FY08	FY09	FY10	FY11
Number of bulky waste items including white goods collected	2,076	1,166	1,181	758	506
Pounds of CFC's extracted from appliances	530	420	281	315	211
Pounds of computer monitors, tv's and other electronic waste collected	240,235	302,000	312,380	282,660	280,480
Pounds of hazardous batteries collected	2,265	2,712	1,214	1,924	681
Number of flourescent bulbs collected	5,130	10,452	10,833	14,674	10,034
Number of pounds of mercury-containing devices collected	70	137	25	256	309
Gallons of motor oil collected	1,200	775	1,520	2,738	1,000
Gallons of paint collected	6,257	4,069	6,525	4,313	3,148
Number of cars dropping off at household harzardous waste events	815	912	752	940	927

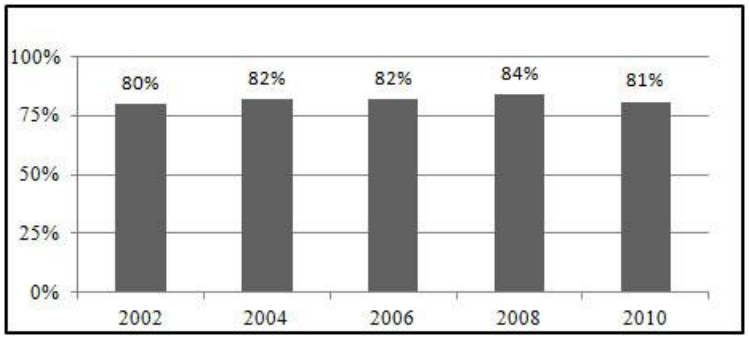
This chart includes items collected at the Recycling Drop Off Center, through curbside collection and at Household Hazardous Waste Collection days.

- *GOAL 4: Provide high quality cleaning of streets, sidewalks and squares including regular mechanical sweeping, hand cleaning, power washing and graffiti removal.*

$4,636,735	$4,949,955	**PARKS & URBAN FORESTRY**	$5,036,845
$4,636,735	$4,949,955		$5,036,845

PURPOSE & OVERVIEW: The Parks and Urban Forestry division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, squares, plazas, medians and public building grounds. Parks and Urban Forestry ensures that parks are safe, clean and attractive, and have been properly prepared for sports activities and other special events. The division oversees installation and maintenance of landscape beds, playing fields, irrigation systems, water play and playground structures throughout the city, and maintains an annual flower planting program including hanging flower baskets in many of the city squares. These efforts have been highly rated by residents during the past decade, as shown in Figure 15.

Figure 15: Percent of survey respondents rating Cambridge's City parks and park maintenance as Excellent or Good (2002 - 2010)



Source: Biannual Cambridge Citizen Survey

Parks and Urban Forestry is also responsible for implementing a program of arboriculture for approximately 17,500 public trees. This program includes planting, cyclical pruning, and responding to service requests and tree-related emergencies. The quality of these efforts have been recognized by the National Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 19th consecutive year, as well as the Foundation's more prestigious Growth Award for the fourth consecutive year. This recognition was based on improved tree planting contract specifications to ensure that the City of Cambridge and its contractors are utilizing the most up-to-date tree planting practices, as well as the City's increased street tree pruning budget to help maintain a 6 year pruning cycle in the city.

During the last year, the division launched two new programs designed to help young street trees live long,

healthy lives: a summer Tree Ambassador/ Water-By-Bike Program and a Junior Forester Program. The division has also worked to improve the quality of the data in the City's GIS tree inventory, and to use this data for planning and education efforts.

FY13 GOALS:

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

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Cambridge elementary school students participating in the Junior Forester Program	n/a	50	40	75

- *GOAL 2:* *Maintain a commitment to customer service in the Urban Forestry program.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of Urban Forestry service requests received	630	500	550	550
2. Number of emergency response service requests for Urban Forestry	210	100	400	100
3. Complete planting requests within 1 year (percent of requests)	92%	90%	90%	90%
4. Urban Forestry maintenance requests completed within 180 days (percent of requests)	85%	90%	90%	90%

- *GOAL 3:* *Attain Tree City USA Growth Award for enhanced programs in education and partnerships, planning and management, and tree planting and maintenance.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of community presentations on forestry topics and tree walks	4	12	15	15
2. Number of volunteer events (tree planting, tree pruning and tree well maintenance)	6	3	8	8

- *GOAL 4:* *Maintain an assertive tree planting and maintenance program.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of new trees planted	331	400	410	300
2. Number of trees pruned	2,870	2,000	3,047	3,235
3. Number of trees removed	138	100	175	125

- *GOAL 5:* *Develop optimal tree planting specification to provide adequate soil volume and water infiltration. Expand use of flexi-pave, a permeable surface, in tree wells to reduce soil compaction and improve water infiltration; expand use of pervious asphalt which also facilitates infiltration.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$989,700	$1,049,115	CEMETERY	$1,042,190
$989,700	$1,049,115		$1,042,190

PURPOSE & OVERVIEW: The Cemetery Division is responsible for grave site preparation, burial services, landscaping, maintenance and customer service at the Cemetery's 66 acre site on Coolidge Avenue, which is the resting place for Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt, prominent literary figures Henry and William James and William Dean Howells, Baseball Hall of Famers John Clarkson and Timothy Keefe, and other notable Cantabridgians.

Cemetery operations include burials, flower and tree planting, landscaping hilly terrain and repair of historical monuments. Tree planting and perennial island development have been a particular focus in recent years, with the goal of adding pastoral beauty to open space in the Cambridge Cemetery. The Cemetery has also continued to incorporate sustainable practices into its operations, including using rain barrels for watering where feasible, mulching leaves on site, using small electric vehicles for certain maintenance operations, and by not requiring cement vaults for burials.

Annual Community Preservation Act (CPA) funding since 2007 has enabled the Cemetery to restore 67 historical staircases, which are on individual lots and date back as far as the early 1900s. Using the Cemetery Master Plan as a guide, Cemetery staff have continued to implement the priority goal of expanding available burial space.

Customer service continues to be an important goal of the Cambridge Cemetery - whether the need is for immediate burial or genealogical information. To meet the need for better information, there are ongoing improvements in the computerization of Cemetery records and onsite signage.

FY13 GOALS:

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of interments	300	275	275	275

- *GOAL 2:* *Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

- *GOAL 3:* *Implement Cambridge Cemetery Master Plan to create additional space for traditional burial and cremation, while respecting the aesthetic and historic attributes of the Cemetery.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of new spaces for burial created	95	100	100	100

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,789,125	$1,877,955	OPERATION	$1,966,015
$1,755,450	$2,045,265	MAINTENANCE	$2,040,670
$439,870	$484,845	ADMINISTRATION	$501,685
$3,984,445	$4,408,065		$4,508,370

PURPOSE & OVERVIEW: Public Buildings includes Building Operations, Building Maintenance and Public Building Administration. The division provides carpentry, painting, plumbing, lock installation and repair, sign fabrication, heating and ventilation services for 35 City buildings. Energy efficiency and environmental sustainability are a priority in the provision of these services: all new appliances, windows and doors must be ENERGY STAR rated; renovated historic doors must be as air-tight as possible; old carpet must be recycled and new carpet made from recycled materials; flooring must come from a certified sustainable forest; and all paints must be low or no VOC.

Public Buildings also provides custodial services to 12 municipal buildings, using only US GreenSeal approved, environmentally-preferred cleaning products and green cleaning practices (including HEPA filtered vacuum cleaners) in buildings to maintain indoor air quality at a high standard.

The Public Buildings division is responsible for all aspects of construction, renovation and significant maintenance to City buildings. Public Buildings managed $5 million in maintenance contracts during the previous fiscal year as outlined in the Five Year Public Investment Plan, from the initial phases of designer selection, development of specifications and bid documents through construction project management. A significant portion of major projects are focused on HVAC improvements in order to reduce energy use and improve occupant comfort. During roof replacement projects, membranes are replaced with ENERGY STAR white reflective roofing, and the roof is evaluated for the feasibility and cost/ benefits of installing renewable energy sources.

In the broader community, Public Buildings also supports approximately 75 public events annually by setting up staging and a public address system, and creates both temporary and permanent signage.

FY13 GOALS:

- *GOAL 1:* *Reduce energy consumption through the installation of energy saving technology and upgrades of equipment.*
- *GOAL 2:* *Deliver high quality building cleaning services.*
- *GOAL 3:* *Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of service requests	144	110	110	110
2. Average number of days to close requests	9.9	9.0	9.0	9.0

- *GOAL 4:* *Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of work requests (Operations & Maintenance)	953	1,000	1,000	1,000
2. Average number of days to close request	19.5	16.0	20.0	20.0

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,694,510	$1,592,795	VEHICLE & EQUIPMENT MAINTENANCE	$1,598,580
$1,694,510	$1,592,795		$1,598,580

PURPOSE & OVERVIEW: The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment. Vehicle Maintenance works to reduce the service impacts of unscheduled repairs through a preventive maintenance program, scheduling and documenting all repairs in a computerized work order system. Vehicle Maintenance also plays a key role in snow operations, inspects over 250 Cambridge taxis each year, prepares over 150 City vehicles to receive State Inspection stickers each year, and conducts in-house Commercial Driver's License training.

Vehicle Maintenance plays an important role in the implementation of the City's Green Fleets Policy, which was adopted as part of the Green Communities application process. Under this Policy, all departments must purchase only fuel efficient vehicles for municipal use whenever such vehicles are commercially available and practicable. The City has committed to operating and maintaining its vehicles in a manner that is energy efficient and minimizes emissions of conventional air pollutants and greenhouse gases, and to incorporating alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible. Vehicle Maintenance has also reduced toxics, waste and costs in its operations by using retreaded tires; recycled motor and hydraulic oil, antifreeze, washer fluid and wipe rags; and by recycling approximately 10,000 pounds of metal parts each year.

FY13 GOALS:

- *GOAL 1: Maximize vehicle availability.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of emergency breakdowns	20	50	30	30
2. Number of preventive maintenance service orders	248	250	250	250

- *GOAL 2: Maximize number of staff who obtain a Commercial Driver's License (CDL), in order to improve employee skill level and increase the types of equipment staff are able to operate.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of staff members with a CDL	94	92	89	98

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$904,850	$943,170	OFF-HOUR SERVICES	$853,020
$904,850	$943,170		$853,020

PURPOSE & OVERVIEW: Off-Hour Services provides Public Works with continuous 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 initial response to after-hours sewer complaints, fallen trees and tree limbs, building security, storm-related cleanup; and coordinate with the Cambridge Police and Fire Departments in response to accidents and other emergencies.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,632,140	$1,575,985	ENERGY	$1,926,485
$1,632,140	$1,575,985		$1,926,485

PURPOSE & OVERVIEW: Public Works is responsible for paying utility and fuel expenses for 21 City buildings, 50 parks and playing fields, 22 wastewater pump stations and over 300 municipal vehicles. Costs are supported by this budgetary allotment plus reimbursements from other City departments. Public Works also tracks energy use and expenses for all City facilities.

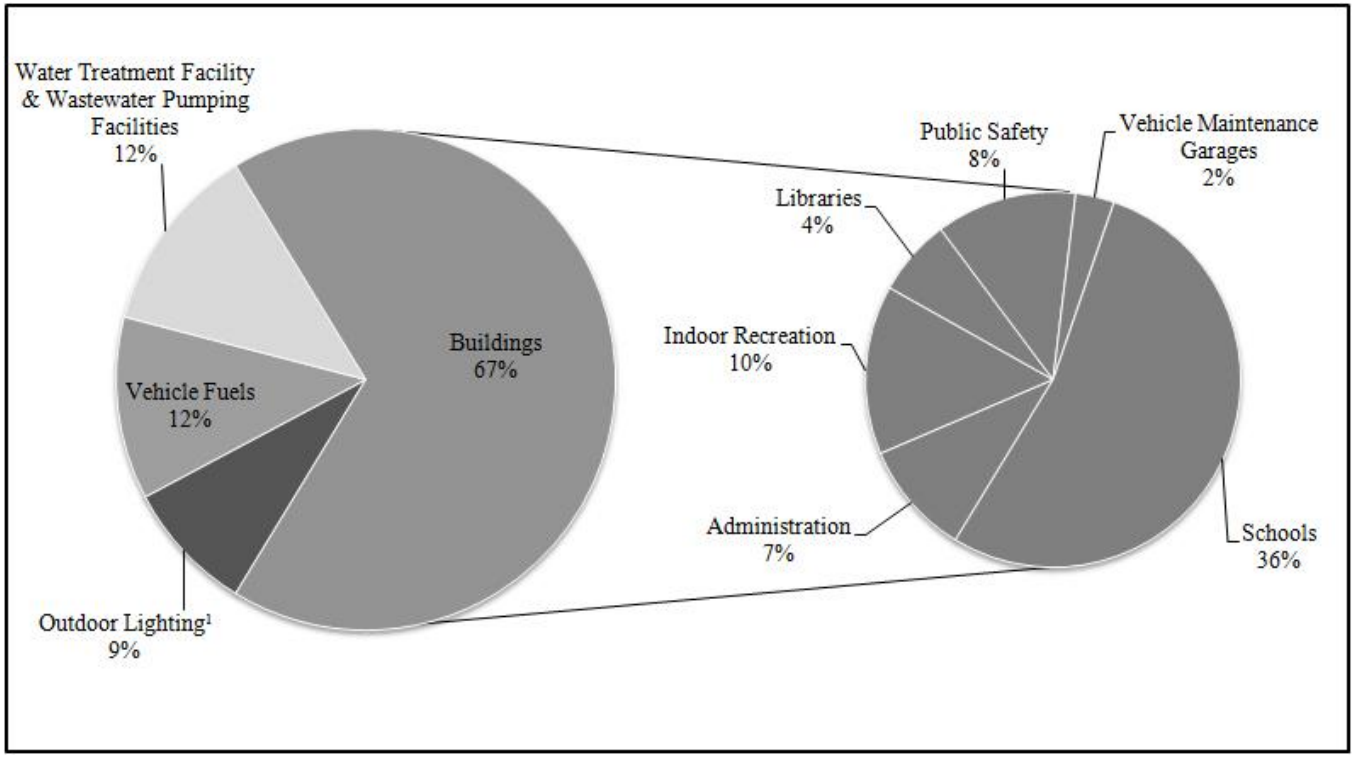
Reducing energy consumption in City operations has been an ongoing priority in Cambridge. As a result of this commitment, although the City's building square footage increased by 13% between FY08 and FY11 (with the opening of the Robert W. Healy Public Safety Building, War Memorial Recreation Center, Russell Youth Center, and Main Library expansion), the City's total energy use increased by only 7% (detailed in Table 4). Despite significant increases in both building area and weather intensity, the City is also using energy more efficiently, decreasing the average amount of energy used per square foot by 8% from FY08 to FY11 (as detailed in Figure 17).

As one of the Commonwealth's first Green Communities, Cambridge has committed to reducing energy consumption by 20% in five years from a FY08 baseline inventory (which excludes the four new facilities listed above). Since FY08, the City has invested $4.6M in energy retrofits and building upgrades at 33 municipal and school facilities. These projects, shown in Table 5, save an estimated 2.9 megawatt hours of electricity and over 150,900 therms of natural gas annually, avoiding $844,727 in energy costs and the emission of 2,796 tons of CO2 annually -- the equivalent to the emissions generated by the energy use of 220 homes.

In FY13, the City is investing in two significant energy efficiency projects: operational and facility improvements at the Walter J. Sullivan Water Treatment Facility ($1.6 million in FY12 and FY13 from the Water Department Capital Budget) and the first phase of converting citywide street lights to LED over the next three years. It is anticipated that an appropriation of approximately $2.0 million will be recommended from Free Cash in Fall 2012 to fund the first phase of the LED conversion. Additionally, numerous building efficiency projects will be conducted across the City.

Public Works continues to collaborate with other City departments to meet additional energy and greenhouse gas reduction goals. The Department also continues to be responsive to requests for increased use of City facilities for community activities. As such, Public Works strives to operate new LEED-certified buildings efficiently and to increase energy efficiency in older buildings.

Figure 16: City of Cambridge Energy Use By Facility Category (FY11)



[1] Includes street lights, traffic signals, parks, athletic fields, parking lots and garages

Table 4: City of Cambridge Energy Use Summary (FY08 - FY11)

	FY08	FY09	FY10	FY11
Building Area (sq. ft.)	2,902,774	3,160,391	3,294,291	3,294,291
Energy Use (MMBTU[1])	307,540	324,429	306,579	329,330
CO_2 Emissions (lbs)	60,093,802	61,161,871	56,867,762	60,186,154
Total Energy & Fuel Cost ($)	$8,347,934	$9,949,428	$8,229,906	$9,209,120
Average Building Energy Use Intensity[2] (kBTU[1]/sf)	95	88	82	87
Total Degree Days[3] - 65° base	6,256	6,334	5,861	6,586

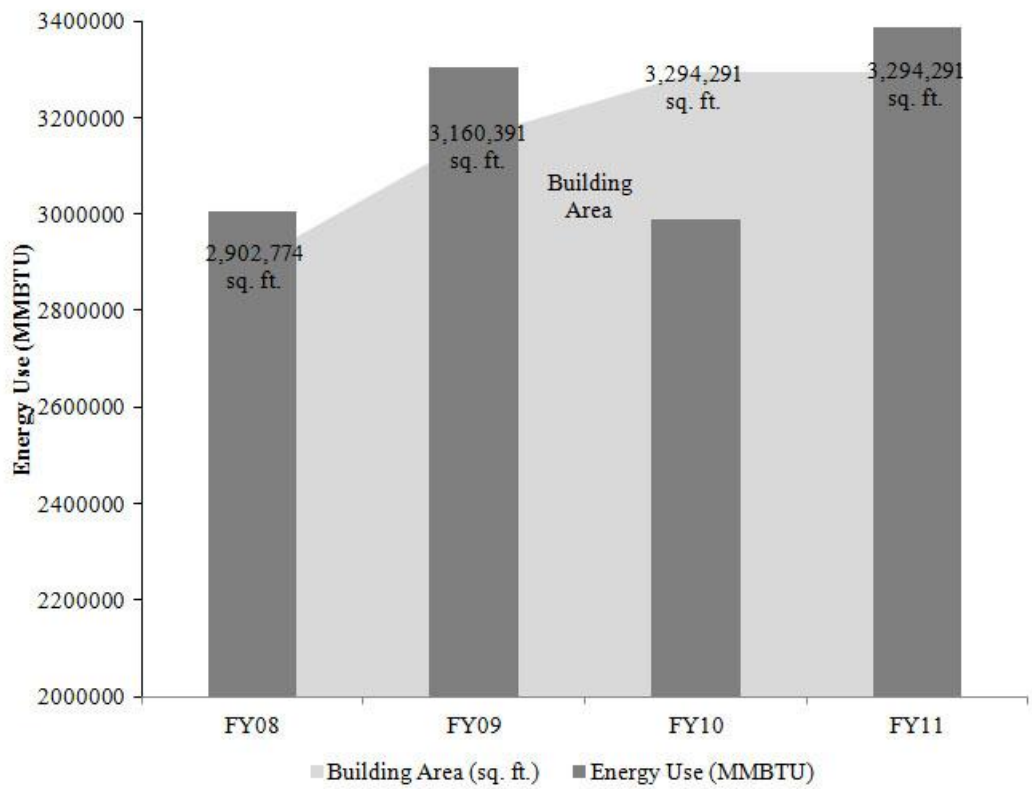
[1]BTU, or British Thermal Unit, is a unit of energy measurement that can be used across fuel types. kBTU equals one thousand BTU. MMBTU equals one million BTU.

[2] Energy Use Intensity, or EUI, is a unit of measurement describing a building's energy use and efficiency. A building with a smaller EUI is using less energy for each square foot of space, and is generally considered to be more efficient than a comparable counterpart with a higher EUI. EUI figures do not include the Walter J. Sullivan Water Purification Facility.

[3]Degree days measure how much (in degrees), and for how long (in days), outside air temperature was greater or less than a specified base temperature. The larger the number of degree days the more intense the weather (e.g. hotter in the summer, colder in the winter, and/or longer periods of heat and cold).

The following figures display the relationship between energy use, the amount of building area under City management and weather differences (shown in degree days – defined in the footnote to Table 4). Despite significant increases in both building area and weather intensity, the City is using energy more efficiently, decreasing the average amount of energy used per square foot by 8% from FY08 to FY11.

Figure 17: City of Cambridge Energy Use – Compared to Building Area and Weather (FY08 - FY11)



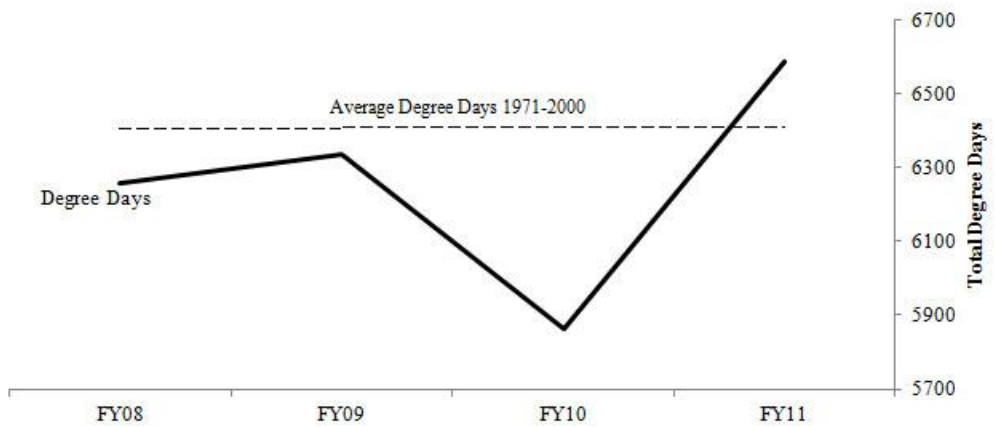


Table 5: Energy Efficiency Projects Completed/In Process (FY09 - FY12)

	Efficient Lighting & Occupancy Sensors	Upgrade / Replace HVAC	Add / Expand Energy Management Controls	(Re/Retro) Commission	Airseal / Insulate	Other
Area IV Youth Center	√	√	√			
Baldwin School	√		√			
Cambridgeport School			√			
Cemetery Complex	√				√	
City Hall	√				√	
City Hall Annex				√		
Coffon Building	√	√	√			
DPW Frazier Administration	√	√	√			
DPW Ryan Garage	√					√[1]
DPW Simard Building	√					√[1]
Engine 3 (East Cambridge)	√					
Engine 8 (Taylor Square)	√	√				
Fire Headquarters	√					
Frisoli Youth Center	√	√	√			
Gately Youth Center	√					
Golf Course Complex	√					
Graham & Parks School			√			
Haggerty School	√	√	√			
High School Field House	√					
Kennedy/Longfellow School	√		√			
King/Amigos School			√			
King Open School			√			
Longfellow Building		√	√	√		
Moore Youth Center		√	√			
Morse School	√		√			
Peabody School	√		√			
Russell Youth Center				√		
Robert W. Healy Public Safety Facility				√		
Senior Center	√			√		
Solomon Garage	√					
Tobin School			√			
Walter Sullivan Water Purification Facility[2]	√	√				√
Non-Building Projects						
Traffic Signals - Complete conversion of walk signals to LED						√

[1]New, Energy-Star-rated roof
[2]FY09 basic lighting and HVAC efficiency upgrades; FY12 begin water treatment process changes and install variable frequency drives on pumps

FY13 GOALS:

- *GOAL 1:* *Continue efficiency efforts to meet Green Communities goal to reduce municipal energy consumption by 20% in five years from FY08 baseline inventory. Baseline excludes the following facilities that were being redeveloped/constructed in FY08: Robert W. Healy Public Safety Building, War Memorial Recreation Center, Russell Youth Center, and Main Library expansion.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Reduce Citywide energy consumption by 20% from FY08 baseline usage in five years to meet Green Communities Program goal (cumulative, percent reduction from FY08)	10%	18%	12%	15%

- *GOAL 2:* *Expand energy use analysis to include data normalizing techniques and to design standardized reporting methods for energy performance of City facilities.*

- *GOAL 3:* *Develop and implement advanced energy management systems to better understand building energy performance, increase energy efficiency, improve occupant comfort and evaluate installed efficiency measures.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of buildings which have been (re/retro)commissioned or retuned to ensure buildings are operating at maximum efficiency (cumulative, beginning FY09)	4	8	8	10

- *GOAL 4:* *Continue to collaborate with other City departments in investigating renewable energy opportunities on municipal property, establishing uniform best practices in facility management and operations and developing a municipal greenhouse gas inventory and emissions goals.*

- *GOAL 5:* *Continue Cambridge GreenSense, a municipal employee energy and sustainability awareness program to improve energy efficiency throughout City government.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$8,196,430	$6,479,660	ADMINISTRATION	$5,532,115
$5,425,575	$5,538,795	SOURCE OF SUPPLY	$5,666,575
$2,660,160	$2,547,550	TRANSMISSION & DISTRIBUTION	$2,945,390
$16,282,165	$14,566,005		$14,144,080

PURPOSE & OVERVIEW: The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 105,000 residents. The CWD operates under the general direction of the City Manager. The Cambridge Water Board is comprised of five members appointed by the City Manager, who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. The mission of the Department is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

The CWD continues to implement its long-term capital strategic plan to ensure integrity and functionality of the Cambridge water system. The systems that comprise the Water Department are: the watershed and its related facilities such as gatehouses, dams, spillways and valves; the Stony Brook conduit and associated valving; the Fresh Pond Reservoir; the treatment plant; the Payson Park finished water reservoir; the Payson transmission lines and associated valving; the distribution system; and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. These interconnects serve as an emergency back-up supply. The Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the Fresh Pond Reservation. There will be continued emphasis on improving customer service via use of the Automatic Meter Reading (AMR) System; saving energy through continued conservation efforts (i.e. Green Sense Program), mechanical upgrades (i.e. variable frequency drives (VFDs) on pumps), process modifications (i.e. storage, pump and filter operations) and renewable energy sources (i.e. solar panels); revitalizing the water distribution system; completing upgrades and restoration improvements to the Fresh Pond Reservation, the Stony Brook Conduit, Payson Park force and supply lines; and treatment plant process optimization, to improve the water quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with the Department of Public Works performing utility work, such as sewer separation and Chapter 90 roadway work, will be pursued so as to optimize cost and minimize disruptions to the public.

SIGNIFICANT BUDGET MODIFICATIONS: The total FY13 Water Budget reflects a net decrease of $758,540, primarily due to a decrease of $847,175 in debt service costs as a result of the retirement of a portion of the bonds issued to finance construction of the water treatment plant.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the detailed "Energy Audit" of the treatment facility, including a review of all the building and process systems, and initiated the implementation of several additional projects to help achieve the Green Communities Act goal.
- Continued the peak electrical demand management plan to conserve electricity.
- Received a $500,000 grant toward the purchase of land in the Cambridge water supply watershed. The Department is working with the CPA Committee to develop a recommendation to secure CPA funds to cover the remaining cost of this land purchase.
- Coordinated the 5th annual Fresh Pond Reservation Day in May.
- Produced over 4.7 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Continued the treatment facility process equipment maintenance and replacement program.
- Provided over 70 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Completed/continued cooperative infrastructure projects on: Portland Street, Cambridge Park Drive, Discovery Park, Contract 14 Sewer Separation, and Forest Street (Phase II Sewer Separation).
- Initiated repair work on a portion of the Stony Brook Conduit in Watertown.
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Conducted the biannual leak detection of the distribution system and found and repaired 13 leaks.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices and continued surveying facilities for cross connections throughout the city.
- Distributed the 2011 annual “Consumer Confidence Report” on drinking water quality via direct mail and the Department Website.
- Responded to and repaired all water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Rehabilitated approximately 5,000 feet of water mains; replaced over 20 lead water services and replaced or repaired 50 valves; eliminated approximately 5,000 feet of parallel old cast iron pipe; and maintained a 99.9% in-service rating for fire hydrants.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 60,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.
- Started an upgrade of the Department’s Website to allow for easy access and maintenance of vital

information.

- Completed Phase II of the Black's Nook and Phase III of the Glacken Slope Restoration Projects and the restoration of the Winter Street and Trapelo Road Gatehouses.
- Initiated implementation of the "Shared Use Recommendations" for Fresh Pond Reservation, following a lengthy public process to identify recommended improvements to enhance user experiences at the Reservation.
- The Fresh Pond Reservation and Volunteer Stewardship Programs coordinated over 700 hours of volunteer work.
- Continued to review, monitor and inspect major development projects in the watershed.
- Installed a new weather station on City owned property in Lincoln within our watershed.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		**$14,144,080**
Water Usage Charge	$13,294,080	
Misc Water Charges	$105,000	
Cross Connection Fee	$495,000	
Retained Earnings/Water Fund	$250,000	
TOTAL FY13 BUDGETED REVENUE		**$14,144,080**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$6,216,895**
OTHER ORDINARY MAINTENANCE	**$3,982,800**
TRAVEL & TRAINING	**$86,580**
EXTRAORDINARY EXPENDITURES	**$3,857,805**
TOTAL FY13 BUDGETED EXPENDITURES	**$14,144,080**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	59	**55**	**55**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,247,845	$1,537,260	ADMINISTRATIVE	$1,446,770
$801,990	$412,420	ENGINEERING & CROSS CONNECTION	$402,540
$6,146,595	$4,529,980	DEBT SERVICE	$3,682,805
$8,196,430	$6,479,660		$5,532,115

PURPOSE & OVERVIEW: The Administration Division is responsible for performing administrative, personnel, financial, metering, cross connection and customer relations functions. The Division also assists in the quarterly processing of water bills for the 15,000 metered accounts in the City as well as all other billing for the department. The division is also responsible for the Automated Meter Reading (AMR) "high read" notification system, making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY13 GOALS:

- *GOAL 1:* *Improve customer relations through development of programs that educate the public and disseminate information, including routine Web page updates, and conduct approximately 30 general tours and open houses and approximately 50 school and community activities.*

- *GOAL 2:* *Improve metering, meter reading efficiency and customer service. This includes replacing older meters in the system on a scheduled basis.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Provide proactive customer service notifications to customers who have high water use (number of notices)	1,155	1,200	1,100	1,200
2. Meters replaced	370	1,000	500	500

- *GOAL 3: Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and implementing uniform work practices.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of staff receiving required Department of Environmental Protection training	100%	100%	100%	100%
2. Department training hours obtained	562	550	550	550

- *GOAL 4: Maintain the cross connection program in order to protect public health.*

Figure 1: Backflow and Cross connections, FY07-FY12
The following chart provides information on backflow tests and permits issued by the Water Department

	FY07	FY08	FY09	FY10	FY11	FY12 Projected
Backflow prevention tests	6,133	6,329	6,183	6,372	6,164	6,250
Number of cross connection device permits issued	46	162	53	66	136	145

ENGINEERING & PROGRAM DEVELOPMENT

PURPOSE & OVERVIEW: The Engineering Division is responsible for providing technical services to support the Department and for developing and implementing new and existing programs; planning and overseeing capital improvements; maintaining maps/records; and coordinating water projects with other City departments.

FY13 GOALS:

- *GOAL 1:* *Ensure that safe drinking water is maintained during various construction, fire safety and industrial process activities by reviewing all water related plans and specifications, followed by issuing water construction and backflow device permits in a timely manner, pursuant to citywide permit guidelines.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percent of permits issued within two weeks	100%	100%	100%	100%

Figure 2: The following chart provides information on permits issued by the Engineering Division

	FY07	FY08	FY09	FY10	FY11	FY12 Projected
Number of construction permits issued	106	116	99	120	186	200
Number of hydrant rental permits issued	38	31	29	22	24	45
Number of fire pump test permits issued	246	234	249	251	236	300

- *GOAL 2:* *Maintain all water system GIS maps. This includes: as-built drawings for new and replaced water mains, domestic and fire services 4" or larger, hydrants, valves and other appurtenances.*

- *GOAL 3:* *Utilize the Distribution System Hydraulic Model program to evaluate distribution system impacts relating to new and/or rehabilitative construction work, so that mitigating measures can be proposed.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,039,460	$1,099,220	WATERSHED	$1,123,685
$4,344,645	$4,393,165	WATER TREATMENT OPERATION	$4,496,480
$41,470	$46,410	DEP ASSESSMENT	$46,410
$5,425,575	$5,538,795		$5,666,575

PURPOSE & OVERVIEW: The Watershed division is responsible for the management and operation of the City's four reservoirs located in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Hobbs Brook and Stony Brook reservoirs are the primary source of water for our system. The total capacity of the two up-country reservoirs is 3,445 million gallons. The water is transferred to the terminal reservoir, Fresh Pond, via the Stony Brook Conduit. The Fresh Pond Reservoir has an additional 1,308 million gallons of water storage. The watersheds serving the three reservoirs total 24 square miles. The Division works to develop and implement intricate watershed protection and hazardous materials response plans, seeking partnerships where appropriate; conducts environmental and raw water quality monitoring; manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements the Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

FY13 GOALS:

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Maintain the source area - Water Quality Monitoring Program	100%	100%	100%	100%
2. Develop/implement a Community Outreach Program for City owned watershed land in Lexington and Lincoln	25%	50%	50%	75%
3. Coordinate with the Massachusetts Department of Transportation, the design and construction of storm water management improvements along Route I-95 in the City of Waltham area of the Cambridge watershed	20%	50%	50%	75%

- *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
4. Develop a de-icing management plan for watershed communities and businesses	30%	50%	50%	75%

- *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Implement the Winter Street Dam Embankment and Spillway Repairs	n/a	30%	30%	90%
2. Develop a shared use pathways plan for Fresh Pond Reservation	30%	50%	50%	100%
3. Develop a sustainable landscape maintenance Best Management Practices plan for Fresh Pond Reservation	50%	50%	50%	75%
4. Implement the restoration plantings at Black's Nook and Glacken Slope	n/a	50%	50%	75%
5. Implement Hobbs Brook Reservoir Trapelo Road and Winter Street Gatehouse Restoration	n/a	30%	30%	100%

WATER TREATMENT OPERATIONS

PURPOSE & OVERVIEW: The Water Treatment Operations Division is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition to managing the treatment facility, this division maintains a certified water quality laboratory to support all divisions of the Department. This laboratory provides analytical services for the watershed monitoring program, plant process control, regulatory compliance, distribution system monitoring and a variety of customer support needs (e.g. homeowners, schools and businesses).

In order to reduce energy usage and help achieve the Green Communities Act goal, the Department has initiated the implementation of several energy saving projects. Projects within the Treatment Plant include replacement of

current lighting with high efficiency LED lighting, replacement of the boiler and installation of variable frequency drives on the raw water pumps. The Department has also implemented process changes such as backwash filter optimization, residual system optimization and disinfection systems optimization, which will lead to a reduction in electricity and water usage. Lastly, the Department will begin to utilize renewable energy by installing solar panels on the roof of the treatment plant.

FY13 GOALS:

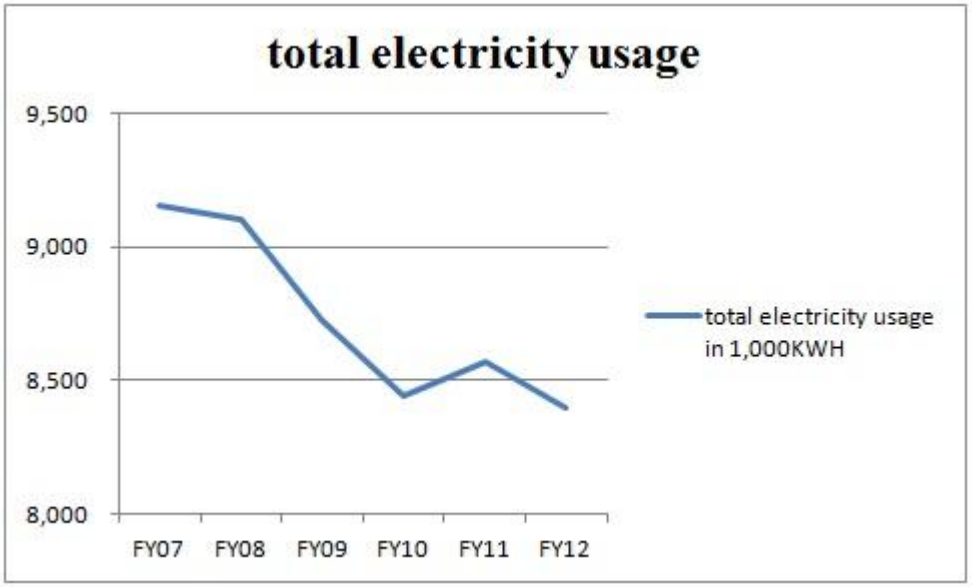
- *GOAL 1:* *Optimize, operate, maintain and perform all necessary preventive maintenance programs for the Water Treatment Facility.*

- *GOAL 2:* *Provide analytical services through the operation of a certified water quality laboratory.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total water quality tests performed	62,078	61,600	61,600	61,600
2. Watershed tests performed	3,135	3,000	3,000	3,000
3. Water treatment plant tests performed	53,343	53,000	53,000	53,000
4. Transmission and Distribution tests performed	5,600	5,600	5,600	5,600

- *GOAL 3:* *Perform 100% of the required Department of Environmental Protection (DEP) analytical testing.*

Figure 3: Treatment Plant Energy Usage
The following chart shows electricity usage at the Water Treatment Plant for the period FY07 – Projected FY12.



- *GOAL 4: Implement strategies to reduce energy consumption.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of energy efficiency projects completed (VDF installation, process improvements, LED lighting, HVAC improvements, solar panel installation)	n/a	n/a	15%	100%

- *GOAL 5: Update and maintain quality and process controls.*

- *GOAL 6: Perform 100% of the annual certification performance testing.*

DEP ASSESSMENT

PURPOSE & OVERVIEW: The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY12 is $8.50 per million gallons of water usage. The assessment is based on prior year consumption. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,660,160	$2,547,550	TRANSMISSION & DISTRIBUTION	$2,945,390
$2,660,160	$2,547,550		$2,945,390

PURPOSE & OVERVIEW: The Transmission and Distribution Division is primarily responsible for the maintenance of the piping systems. The transmission system, which connects the up-country reservoirs to Fresh Pond, consists of 10.5 miles of pipe ranging in size from 30 to 63 inches in diameter. The distribution system, which connects the purified water to all of the users, consists of approximately 180 miles of pipe, 14,060 services, 4,450 valves, 1,840 fire hydrants and 18,300 valve and service boxes. This division regularly performs new water main installation, leak detection and preventative maintenance, provides effective emergency response for leaks and low pressure situations, and provides assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure the high degree of reliability of fire hydrants throughout the city.

FY13 GOALS:

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	9,715	6,000	5,000	6,000
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	14,407	7,400	5,000	6,000
3. Number of lead services eliminated	76	100	20	25

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance including conducting 100% of the required fire hydrant tests throughout the city.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of fire hydrants replaced	20	20	20	20

- *GOAL 3:* *Maintain a percentage rate of 99.9% of in-service hydrants.*

- *GOAL 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.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Valves replaced/repaired	67	50	50	50
2. Inspections performed	1,828	1,500	1,865	1,500
3. Water leaks found and repaired	45	60	40	50
4. Number of new water services added to system	0	10	0	10
5. Number of work orders completed	191	200	195	150
6. Water mark-outs performed	2,601	2,500	3,060	2,500

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,201,220	$1,351,120	ADMINISTRATION	$1,372,785
$4,106,135	$3,869,975	COMMUNITY PLANNING	$4,101,605
$0	$0	CONTINGENCY	$7,820
$5,307,355	$5,221,095		$5,482,210

PURPOSE & OVERVIEW: The Community Development Department, as the City's planning agency, works to guide future growth and change in a manner that best supports the overall health, sustainability and diversity of the city. With four programmatic divisions, Community Planning, Housing, Economic Development and Environmental and Transportation Planning, the Department takes an interdisciplinary approach to enhancing the urban environment and works collaboratively with other City departments, state and federal agencies, and residential, institutional and commercial stakeholders to maintain a high quality of life in Cambridge.

The Community Development Department focuses on initiatives to enhance the character of the city's neighborhoods while supporting sustainable economic growth that contributes to the tax base, expands job opportunities for residents and enables a high level of services in the community. In addition, the Department seeks to strengthen communication and build productive partnerships among and between City government, residents, the business community and major institutions.

The Community Development Department advances these goals by:

- Creating and preserving affordable rental and ownership housing;
- Planning and implementing initiatives to protect the environment and to institutionalize sustainable practices in municipal operations and in the broader community;
- Conducting neighborhood-focused and comprehensive planning efforts, and multidisciplinary review of large projects;
- Strengthening the vitality of the city's commercial districts;
- Attracting, retaining and providing direct assistance to Cambridge businesses;
- Renovating neighborhood parks and playgrounds, and working to provide a variety of open space and recreational opportunities within a dense city; and
- Planning transportation infrastructure that enhances safety, encourages walking, cycling and public transportation, and supports the City's vehicle trip reduction goals.

As it pursues these objectives, the Community Development Department engages a broad array of interests and viewpoints including residents and community groups, non-profit organizations and institutions, private developers, the business community, City boards and commissions, and other government agencies. The Department also provides direct administrative support to a number of standing committees, boards and

commissions, and citizen organizations such as the Planning Board, the Affordable Housing Trust, the Pedestrian Committee, the Bicycle Committee, the Climate Protection Action Committee, and the interdepartmental open space and transportation committees. In FY12, the Department also supported the work of the City Council Red Ribbon Commission on Central Square and the Silver Ribbon Commission on Aging.

The Community Development Department advances a variety of initiatives with the assistance of ad hoc advisory committees, including the Healthy Parks and Playgrounds Advisory Committee and various study committees that focus on specific areas of the city. The Department also closely cooperates with many committees of the City Council including Ordinance; Housing; Environment; Economic Development, Training and Employment; Neighborhood and Long Term Planning; and Transportation, Traffic and Parking. In addition, the Department works in conjunction with state agencies and other planning and advocacy organizations to represent Cambridge's long term interests in regional transportation, environmental, economic development, housing and open space initiatives.

The Community Development Department's work is funded through a combination of grants, taxes and federal programs, including Community Development Block Grant (CDBG) and HOME. Given ongoing federal and state funding limitations, these resources are strategically deployed to maximize their impact and leverage new investment.

This approach has seen significant new gains and activity within the city, despite a challenging economic climate. In response to City Council, and with several large developments pending in the area, the Community Development Department launched the "K2C2 Planning Study," a collaborative effort to create a new vision for Kendall Square, Central Square and transition area between them. Through this work with neighborhood representatives, MIT and area businesses, potential residential and commercial growth can be unlocked to enliven this part of the city and provide additional opportunities for economic development. Significant innovation sector businesses including Novartis, Biogen, Pfizer, Microsoft and Google have, by establishing or expanding a presence in Cambridge, expressed confidence in the city as an advantageous business location-one that will help them recruit the most talented employees and build beneficial networks.

At the same time, the Department achieved success in securing the long-term affordability of more than 150 units of family and senior housing in areas of high market demand. This year, the Department incorporated the Cambridge Energy Alliance into its Environmental and Transportation Planning Division to more effectively engage the city's residential and business communities in action toward greater energy efficiency. The Community Development Department's agility in implementing best planning practices enables it to address immediate priorities within the context of larger trends and issues, and to continue progress toward the City's long term goals.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Community Development Budget reflects the net reduction of two positions. Two vacant associate planner positions have been reduced based on available funding for FY12 and are a result of not back-filling these positions when the incumbents were selected to fill other

positions in the department. In addition, a vacant fiscal project manager position has been reduced, which has been offset with a community energy outreach manager.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.

- Working with the Kendall Square and Central Square advisory committees and the broader community, completed the public process for the Kendall Square/Central Square Planning Study to establish a shared vision for the two squares and the transition area between them. This effort will produce recommendations addressing an appropriate mix of uses, development potential, urban design character, activation of the squares, long term sustainability, and transportation and infrastructure improvements. Consistent with emerging study recommendations, completed work with Novartis on rezoning refinements for the expansion of its research headquarters on Massachusetts Avenue, and worked with Forest City Enterprises and MIT to enhance opportunities for growth of the Cambridge innovation economy and new housing. Conducted the Kendall Square Customer Intercept Survey, acquiring responses from 640 individuals, and produced a final report demonstrating strong demand for restaurants, nightlife and additional retail in this part of the city.
- Completed the public design process for Alberico Park, David Nunes Park and Fulmore Park in Cambridgeport. Convened the Healthy Parks and Playgrounds Advisory Committee to promote public outreach and advance the City's open space planning goals, which encourage creative and natural play for people of all ages in public open spaces.
- As part of implementation of the Charles River planning study recommendations to improve riverfront access and user experience, launched a pilot program in summer 2011 to permit food truck operation on Sundays near riverfront parks. The program is being evaluated to further develop a plan to support mobile food vending as a means to activate public open spaces, broaden access to freshly prepared food, and encourage creative new food service businesses in the city.
- Worked with the neighborhood and Planning Board to submit zoning recommendations resulting from the North Massachusetts Avenue Corridor Study to address urban design, streetscape and retail mix from Beech Street to the Arlington line. Completed work with Agassiz and Neighborhood nine residents to create a streetscape masterplan for the section of Massachusetts Avenue between Porter and Harvard Squares, including recommendations for improvements to street plantings, sidewalks and access, street furniture, and bicycle and pedestrian safety. Published neighborhood study updates for Cambridge Highlands and Riverside.
- Conducted design review of development projects citywide, including five major buildings in the Alexandria Binney Street master plan, the expansion of the Broad Institute onto Ames Street, the expansion of the EF campus adjacent to North Point Park, and two new buildings for the Novartis World Research Headquarters expansion. As a result, major commercial projects totaling more than 1,418,000

sq. ft. and significant new residential development, such as the Residences at Alewife (224 rental apartments), are now under way.

- Developed and implemented a new Department website designed to better inform and engage the public in Community Development Department efforts. Analyzed and presented results from the 2010 U. S. Census to City departments and the public, with an eye toward monitoring demographic changes and developing responsive City programs and services.
- Provided administrative and organizational support to the Red Ribbon Commission in its efforts to revitalize Central Square, participating on the Infrastructure and Safety, Identity, Communication and Land Owners subcommittees to develop recommendations for the Commission. Provided technical assistance to residents and businesses in citywide initiatives to increase outdoor entertainment and enliven commercial areas and public open spaces.

Strengthen and support human services, public education and out of school learning in Cambridge for the benefit of residents of all ages.

- Supported skills training for 125 out-of-school youths enrolled in the YouthBuild Just-A-Start AmeriCorps Program. Also supported Just-A-Start's Cambridge Biomedical Careers program to enable 9 Cambridge residents to upgrade their skills in preparation for jobs in the local bio-medical sector. Completed the first round of training and employment services for 16 low-income Cambridge residents in the Green Jobs Program, which targets jobs in weatherization, building energy efficiency and maintenance fields. Through these adult workforce development initiatives, 10 individuals obtained jobs in their chosen fields despite a sluggish economy.

Value and support the racial, socioeconomic, cultural and religious diversity of our city.

- Educated more than 500 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 125 individuals, increasing access to homeownership opportunities for Cambridge residents and helping them to assess their housing options. Additional classes were offered on understanding and repairing credit to prepare for homeownership, multi-family homeownership, and post-purchase homeowner education.
- Assisted more than 35 households through the City's home improvement loan programs. These programs make home improvements more accessible and affordable, and help to stabilize the housing of low and moderate-income residents.
- Extended citywide outreach to provide information about the City's housing programs and services by participating in special events throughout the year, such as Danehy Park Family Day and the Cambridge River Festival, and conducting regular information sessions to explain the application process for affordable rental and homeownership units available through the Housing Division.
- Supported the Silver Ribbon Commission on Aging, which focused primarily on housing options for

seniors. To address the changing priorities of people as they age, various housing models and financial considerations were examined in open discussions, including independent housing, multi-unit housing with and without supportive services, and existing housing options provided through City-supported and Cambridge Housing Authority programs. The Commission's recommendations will inform future initiatives to ensure that Cambridge remains a place for people of all ages to thrive.

Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

- Oversaw traffic calming projects on Lowell Street, Whittemore Avenue, Spring Street, Linnaean Street and Pemberton Street. Worked with the community on design of traffic calming measures for intersections of Irving, Scott and Kirkland Streets, and those on the Locke Street area. Began Western Avenue reconstruction, based on a redesign derived through an extensive community process. The new streetscape will better accommodate all modes of travel and will improve stormwater management; the design incorporates more trees, street furniture and new LED lighting. Completed the design for Cambridge Common improvements; project components include enhanced pathways and extensive tree plantings as well as a lighting upgrade.
- Worked with state officials and a variety of stakeholders to ensure that pedestrians and bicyclists are adequately accommodated on the Charles River bridges being reconstructed under the Commonwealth's $3 billion Accelerated Bridge Program, which includes the Longfellow, BU, Anderson, River and Western bridges. Represented City interests in ongoing planning processes for regional projects such as the Green Line Extension, the Grand Junction Corridor, McGrath O'Brien Highway and MBTA service planning.

Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.

- In support of Planning Board project review, administered the Green Building Requirements in Article 22 of the Zoning Ordinance, which were adopted in August 2010 to institutionalize sustainability practices in development projects. Since adoption, the Planning Board has permitted 11 projects subject to the new requirements and designed to meet LEED criteria, bringing enhanced energy efficiency and other environmental benefits to Cambridge.
- Incorporated Cambridge Energy Alliance activities and staff into the Environmental and Transportation Planning Division. Funded by a federal Energy Efficiency and Conservation Block Grant allocation for outreach to businesses and residents, with a special focus on low-income households, generated over 500 requests for energy audits and efficiency measures. Implemented an air conditioner turn-in program for residents which resulted in 543 air conditioners being replaced with energy efficient models. Continued work with other City departments on energy conservation retrofits for municipal buildings and oversaw purchase of renewable energy certificates to offset municipal electricity use.
- Worked with the Climate Protection Action Committee (CPAC) and community groups to set new goals

and develop and implement strategies to reduce greenhouse gas emissions for the next decade. Began assessment of Cambridge's vulnerability to climate disruption, including impacts of heavier precipitation and more severe storms, sea level rise and hotter summers. Worked with State officials to create a pilot program for energy use labeling for commercial and government buildings, and with the academic research community to develop tools for advancing the City's climate goals. Projects include the modeling of solar radiation in Cambridge to develop an interactive map for feasibility analysis of solar energy installations at individual buildings, and a study, using state-of-the-art analytical techniques, to measure the tree canopy cover in Cambridge, estimate its environmental value, and analyze the potential to expand the canopy cover.

- Developed plans for infrastructure for electric vehicles and, using state grant funds, created 10 recharging stations at 8 publicly accessible locations across the city.
- Prepared to launch bicycle sharing in Cambridge as part of the regional Hubway system, which substantially increases options for connecting people to transit, homes, businesses, retail and recreation throughout Cambridge and beyond; secured approximately $900,000 in federal and state grants for the program. Installed 350 bike racks, providing parking for more than 700 bikes in major squares and other popular Cambridge destinations.
- Reached more than 1,500 East Cambridge residents with customized travel information during the third year of the grant-funded CitySmart program to encourage residents to switch from driving to walking, biking or taking transit. Only 31% of Cambridge residents drive alone to work, reflecting the City's commitment to support more sustainable options.
- Continued to work with Cambridge employers through a voluntary outreach program to promote sustainable transportation, and through the Parking and Transportation Demand Management Ordinance (PTDM), which requires that developers create, implement and monitor the effectiveness of a plan to reduce motor vehicle traffic to their sites. Under the PTDM Ordinance, approximately 8.4 million square feet of development and 16,000 parking spaces are currently being monitored, covering approximately 28,000 employees and 11,000 students. PTDM projects report an average drive-alone rate of 41%, compared to 44% for all Cambridge workers, 72% for Massachusetts workers, and 76% for all U.S. workers.
- Worked with other City departments to enhance the availability of and access to fresh, healthy food in Cambridge. In addition to providing ongoing design services for schoolyard and community gardens, assisted with the opening of the city's first winter farmers market at the Cambridge Community Center, which, on its first day of operation, brought nearly 850 local residents through the doors to shop from 22 vendors and participate in market-related programming. With the Cambridge Food & Fitness Policy Council, provided technical assistance to encourage new and support existing business endeavors consistent with Council goals, including fresh produce in corner stores and fitness and training services.

Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.

- Worked with the Affordable Housing Trust, non-profit and private developers, and the Cambridge Housing Authority (CHA) to support 795 affordable units under development with Community Preservation Act (CPA) funds in FY2012. Significant accomplishments include preserving affordability of housing subject to expiring use restrictions through non-profit purchase of the 50-unit Craigie/Chapman Arms Apartments in Harvard Square and the 32-unit Norstin Apartments in Central Square. Preserved an additional 122 affordable units for seniors in the Riverside neighborhood and completed rehabilitation of 125 affordable units preserved in FY2011 in Area IV and Inman Square. Completed rehabilitation of 128 single room occupancy (SRO) units at the YMCA and began major renovation of 108 SRO units at the YWCA in Central Square. Completed construction of 40 new affordable units in Cambridgeport and a new 19-unit affordable development in the Wellington/Harrington neighborhood, which was awarded LEED Gold Certification for energy efficiency and environmental design. Completed revitalization of 45 units at CHA's Jackson Gardens development, while comprehensive redevelopment of 70 units at Lincoln Way continued.
- Completed the sale of 12 affordable homeownership units to first-time homebuyers through the financial assistance program, the non-profit housing development program, and the City's inclusionary housing program. These programs have enabled more than 200 families to become homeowners in the past 5 years.
- Worked with private developers to create 70 new affordable units through the City's Inclusionary Housing Program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.

Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

- Provided assistance to over 135 existing and potential Cambridge entrepreneurs through educational workshops, including "Steps to Starting Your Own Business," "Facebook and Twitter for Business," "Advanced Quickbooks" and "More than Just a Website: Extending Your Reach Online." Offered 12, 2-hour financial literacy workshops for Cambridge residents on topics such as budgeting, credit management, savings and banking basics.
- Through the Best Retail Practices Program, assisted 35 Cambridge retailers and provided 10 matching grants for interior and marketing improvements to businesses**.** Through the Façade Improvement Program, provided matching grants for 12 commercial storefronts and provided architectural design services to 12 businesses. As part of an ongoing effort to support the commercial districts and help independent businesses thrive in Cambridge, provided technical assistance to further strengthen the East Cambridge Business Association, Central Square Business Association and Cambridge Local First, while continuing to work with other business groups on program planning and other organizational activities.

- Assumed a lead role in planning for Cambridge's participation in various initiatives to market the city to potential new companies and build relationships with existing Cambridge firms, with an emphasis on developing the life sciences and green technology sectors. With the BIO2012 conference in Boston this spring, worked with an event planning committee to raise Cambridge's visibility to participants during the world's largest annual biotechnology trade event.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$3,646,360**
Real Estate Taxes	$3,646,360	
CHARGES FOR SERVICES		**$396,395**
Water Usage Charge	$30,000	
Parking Fund Parking Usage	$321,895	
Sewer Service Charge	$44,500	
LICENSES AND PERMITS		**$55,000**
Plan Review Permit (Com Dev)	$55,000	
FINES & FORFEITS		**$140,000**
Parking Fines	$140,000	
INTERGOVERNMENTAL REVENUE		**$1,111,455**
C.D.B.G.	$1,095,270	
State Cherry Sheet Revenue	$16,185	
MISCELLANEOUS REVENUE		**$133,000**
Interest Earnings	$60,000	
Bus Shelter Advertising	$73,000	
TOTAL FY13 BUDGETED REVENUE		**$5,482,210**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$5,023,905**
OTHER ORDINARY MAINTENANCE	**$436,595**
TRAVEL & TRAINING	**$13,890**
EXTRAORDINARY EXPENDITURES	**$7,820**
TOTAL FY13 BUDGETED EXPENDITURES	**$5,482,210**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	44	**44**	**42**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$444,985	$546,020	GENERAL MANAGEMENT	$576,105
$350,920	$162,815	CDBG	$127,120
$235,090	$408,230	FISCAL	$428,000
$170,225	$234,055	CLERICAL	$241,560
$1,201,220	$1,351,120		$1,372,785

PURPOSE & OVERVIEW:

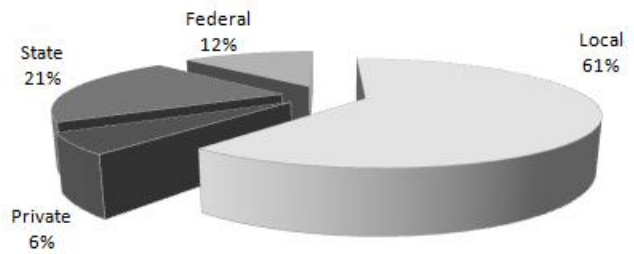
The Administration Division provides leadership, policy direction, and financial, regulatory and operational support to the Community Development Department, and coordinates with other City departments and state and federal agencies. The Division consists of general management, fiscal and grant program management, and clerical functions.

Consistent with the City's commitment to provide a high level of service with an awareness of the impact on taxpayers, the Administration Division ensures that the Department adopts best professional practices and new technologies to add value to its initiatives. The Division provides professional development opportunities to support staff retention and professional growth, and also works to promote diversity in the Department's workforce through its hiring, staff evaluation and training activities. In FY12, approximately 75% of the staff participated in workshops and webinars offered by the American Planning Association as well as training to develop skills in affordable housing and economic development, environmental sustainability, and government financial/management practices.

Over the past year, the Administration Division has focused on greater integration of goals and work plans for the entire department, maximizing the efficiency of both internal and public meetings, and broadening communication and outreach techniques to better engage the public. The Department website was redesigned for a spring 2012 launch, providing an improved online experience from both an aesthetic and information accessibility perspective.

The Administration Division manages programs and activities which total $68,295,890 (as of January 1, 2012) from various sources. In addition to direct program support, these resources often leverage the acquisition of additional funding to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/12):



Local	41,474,000	61%
Private	3,990,000	6%
State	14,351,000	21%
Federal	8,480,000	12%
TOTAL:	68,295,000	100.0%

FY13 GOALS:

- *GOAL 1:* *Work to advance Cambridge's long-term interests through strong advocacy at the state and federal levels for community development program legislation, regulation and funding, particularly CDBG and HOME. Provide high quality technical assistance to the Community Development Department staff and the City regarding the best use of funds to support City priorities.*

- *GOAL 2:* *Provide administrative and operational support for all Department operations.*

- *GOAL 3:* *Continue ongoing staff performance management; provide professional development opportunities for all employees, with emphasis on planning best practices, program management and evaluation, and upgrading technical skills.*

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$1,483,145	$1,381,920	PLANNING & DESIGN SERVICES	$1,424,030
$706,100	$669,190	HOUSING PLAN & PROGRAM DEV	$723,255
$321,290	$327,640	MULTI-FAMILY REHAB	$341,865
$493,235	$378,900	ECONOMIC & EMPLOYMENT PLAN	$371,470
$1,102,365	$1,112,325	ENVIRONMENTAL/TRANSPORTATION	$1,240,985
$4,106,135	$3,869,975		$4,101,605

PURPOSE & OVERVIEW:

The Community Planning Division guides the growth and development of the City by providing planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, and data/geographic/graphic information. To enhance the living and working environment in Cambridge, the Community Planning Division conducts citywide and area-specific planning studies, oversees the design and development of parks and open space, and provides information and consultation to the City‘s residents, property owners, developers and neighborhood groups. The Division also provides support to the Cambridge Planning Board in its review of special permit applications and proposed amendments to the Zoning Ordinance, and makes recommendations to the City Council regarding land use and development policy.

The Community Planning staff coordinates activity and integrates goals with other City departments, institutional, state and federal agency participants in initiatives and public processes. Such collaboration requires a set of preliminary assessments and strategies to ensure that all participants, especially low- and moderate-income residents, are involved in the process and have opportunities to provide input, from setting goals and priorities through implementation.

The Community Planning Division undertakes studies both on its own initiative and in response to the needs identified by the City, public agencies, neighborhood groups and other local stakeholders. Through its analysis of demographic, real estate and other planning information, the Division helps to ensure that City programs and services match community needs and that Cambridge can advantageously access targeted sources of funding.

With numerous rezoning petitions and development plans before the Planning Board over the past year, the Division has focused on the application of best planning, urban design and sustainability practices to citywide land use and zoning issues. The multidisciplinary Kendall/Central Square Planning study, managed by the Division, will result in a package of zoning recommendations for implementation in FY13 as well as a roadmap for future initiatives to support the long-term vibrancy of the study area. Another priority for the Division has been the advancement of the City Council's public health and community building goals through open space design and other efforts related to Healthy Parks and Playgrounds Committee work.

FY13 GOALS:

- *GOAL 1:* *Provide planning information and assistance to the general public, property owners and project developers. Provide interpretation of the Zoning Ordinance and information about the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information about the City or on current planning policy. Provide information on the status of zoning amendments before the City Council and on zoning-related services provided by the Department or the City.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Provide public with information on Zoning Ordinance or Planning Board cases (number of responses to inquiries)	2,402	2,000	1,900	2,000
2. Meet with developers, property owners and residents to discuss proposed projects or zoning amendments (number of consultations)	n/a	n/a	75	75
3. Act as City liaison to neighborhood/citywide committees (number of meetings)	126	100	105	100

- *GOAL 2:* *Review urban design improvements and master plans. Work with residents, property owners, developers and appropriate local, state and federal agencies to ensure that all public improvements or private developments incorporate high quality urban design.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Provide urban design review for a variety of projects and development areas throughout the city (number of projects reviewed)	42	32	34	36

■ *GOAL 3:* *Staff and assist the Planning Board in conducting its duties as it reviews special permits and zoning amendments. Research and develop appropriate amendments to the Zoning Ordinance to reflect planning study recommendations and current land use policy initiatives.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	13	8	10	12
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	11	6	13	14
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, coordinate Planning Board agenda and provide public notice	24	24	24	24
4. Identify sections of the Zoning Ordinance requiring modification to support overall goals of the City (number of zoning proposals submitted)	1	3	3	3

- *GOAL 4:* *Review sustainability elements in proposed improvements, developments, neighborhood studies and master plans. Work with residents, property owners, developers and appropriate local, state and federal agencies to ensure that all plans, public improvements and private developments incorporate appropriate sustainability elements including green building standards.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Provide sustainability review for a variety of planning studies and developments throughout the city (number of studies and projects reviewed)	n/a	12	12	12
2. Work with other City departments on a variety of sustainability initiatives (number of initiatives)	n/a	n/a	2	2

- *GOAL 5:* *Conduct planning studies with residents, businesses and other affected parties to address significant planning issues such as zoning, urban design, sustainability, housing, economic development, retail mix and open space. Work with the participants to develop action plans. Conduct regular meetings on planning goals and progress on implementation.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	3	3	3	2
2. Work to implement recommendations for improvements to Massachusetts Avenue from Porter Square to Arlington line, including design guidelines, streetscape and zoning (percent complete)	n/a	85%	85%	100%
3. Work to implement recommendations for improvements to Kendall/Central squares and transition area, including zoning and design guidelines (percent complete)	n/a	n/a	n/a	100%

■ *GOAL 6:* *Provide park and open space planning, design and construction supervision services for City parks and other open space initiatives. Work with residents and Open Space Committee to determine appropriate design. Prepare conceptual and construction drawings, contract documents and specifications for parks and open space projects throughout the city.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Value of construction contracts under supervision	$201K	$1.2M	$1.26M	$1.2M
2. Number of park renovations in design or construction phase	8	4	4	3
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	11	6	12	6
4. Work with Open Space Committee, residents and public on open space initiatives such as seeking grant funding and enhancing open space information (number of initiatives)	4	4	4	4
5. In conjunction with advisory committee, implement recommendations of Healthy Parks and Playgrounds Initiative Task Force and develop specific recommendations for park improvements (percent complete)	60%	100%	85%	100%

■ *GOAL 7:* *Continue to increase the quality and availability of planning-related information to Department staff, other City departments, residents, property owners, developers, state and federal agencies. Conduct research and analysis for Department on economic development, housing and zoning. Provide graphic design services for the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Design and update GIS maps for Department analysis and public information (number of maps)	305	225	225	250
2. Public information materials and reports designed in support of Department's planning and outreach efforts	100	90	93	90
3. Provide research and analysis for major Department initiatives (number of projects)	7	7	7	7
4. Work with other City departments and community-based agencies on demographic research and analysis to support a high level of service delivery in Cambridge (number of projects)	n/a	n/a	4	4
5. Present demographic, land use and other information to City staff, elected officials and others (number of presentations)	7	4	9	4
6. Enhance Department's digital presence through use of social media, maps, surveys, or other information/outreach strategies (number of major on-line enhancements)	n/a	n/a	n/a	4

HOUSING

PURPOSE & OVERVIEW:

The Housing Division manages and implements the City's efforts to meet the housing needs of low-, moderate-, and middle-income residents, and develops initiatives to increase the supply of affordable housing for residents and Cambridge-based workers, especially housing for families with children, in order to foster a diverse community. Working in an economic environment characterized by rapid change, diminishing federal and state funding, and continued high residential market costs, the Division's ability to innovate and aggressively seek opportunities to create and preserve affordable housing yielded substantial progress toward citywide goals.

The Division works with federal and state agencies on matters affecting Cambridge, provides public information and assistance with housing issues, assesses feasibility of affordable housing opportunities throughout the city, and makes funding recommendations to the Affordable Housing Trust. The Division works collaboratively with housing providers and funders to plan and implement projects that successfully leverage other public and private investment in the community.

Current priorities include preserving affordability of rental units subject to expiring affordability restrictions, working with the Cambridge Housing Authority to revitalize public housing, reinvesting in existing affordable units to upgrade livability, and creating new affordable rental and homeownership units. The Division also assists homebuyers with education and counseling, provides financial assistance for first-time homebuyers, and works with non-profits to offer low-interest loans to owners making necessary home repairs and improvements.

The Housing Division administers the City's inclusionary and incentive zoning programs and, through a single application, facilitates access to all rental units developed under the inclusionary ordinance. The Division oversees the City's stock of limited equity homeownership units and monitors the long-term affordability of all housing assisted by the City. Through regular outreach activities, Housing Division staff continues to help residents evaluate housing options and connect to programs and services that will best meet their needs. The Division typically responds to over 3,500 requests for information and referral to affordable housing programs annually.

FY13 GOALS

- *GOAL 1:* *Increase and preserve the supply of affordable housing by: financing the acquisition, rehabilitation, and new construction of rental and homeownership units which are energy efficient; administer the inclusionary zoning ordinance; monitor and preserve affordability of units with expiring use restrictions; provide low-interest home improvement loans to homeowners; promote affordable rental unit set-asides from private owners; and create new programs to increase the supply of affordable housing in Cambridge.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of affordable rental units under development or preserved as affordable housing	125	120	350	40
2. Number of new affordable homeownership units under development and older units undergoing rehab for sale to new homebuyers	14	12	10	10
3. Number of ownership and rental units assisted with rehabilitation and/or stabilization services for owner-occupants	26	35	35	40
4. Number of affordable units created through inclusionary zoning ordinance	10	10	70	25

- *GOAL 2:* *Provide first-time homebuyer services including first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of financial assistance for new buyers such as deferred financing, downpayment and closing cost assistance, and soft second mortgage loans. Assist homebuyers in purchasing units. Support owners of affordable units; counsel homeowners regarding mortgage products, risk and resources available to avoid foreclosure.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of four-session First Time Homebuyer workshops, classes for new homeowners, and other special classes offered	14	n/a	14	14
2. Number of course participants	522	525	500	525
3. Number of households receiving individual counseling	195	125	130	125
4. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.)	24	20	12	20

- *GOAL 3:* *Provide information, referral and outreach services to Cambridge residents; maintain mailing list and notify residents about affordable rental and homeownership opportunities; and attend community events to publicize housing opportunities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of applications received for affordable rental and homeownership units	n/a	n/a	286	300

- *GOAL 4:* *Leverage the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG and HOME funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP), affordable housing rehab programs, YouthBuild Program and Housing Mediation Program. Provide effective loan management and*

construction management services to development projects.

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Value of construction contracts managed by City rehab staff	$22M	$16M	$24M	$20M
2. Number of youths trained via YouthBuild Program	130	125	125	125
3. Number of tenants, landlords, condominium and cooperative owners assisted with mediation, counseling and other services through housing mediation program	275	250	285	250

- *GOAL 5:* *Oversee portfolio of City-assisted affordable housing; offer affordable housing opportunities to new households; and maintain asset management function for Affordable Housing Trust, CDBG, HOME, the state's Department of Housing and Community Development (DHCD), and Inclusionary Zoning affordable housing. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units, nonprofit and privately-owned rental developments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored)	1,321	1,100	1,240	1,300
2. Number of affordable rental and homeownership units made available to new households by CDD, including resale units and units turning over	52	40	20	40

ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW:

The Economic Development Division provides support to the city's business community through a range of programs and initiatives with the goal of maintaining a thriving and diverse economic climate. The Division is both flexible and entrepreneurial in its engagement with businesses of all sizes, nonprofits, educational institutions and neighborhood organizations. In the current challenging economy, the Division directs City resources toward activities that will encourage the growth of new businesses, strengthen local independent businesses, and attract and retain large businesses, especially to enhance Cambridge's life science and technology clusters.

To sustain economic health and ensure that Cambridge continues to be sought as a place to do business, the Division takes a holistic approach to assess and respond to community needs and to build a well prepared local workforce. Core work includes initiatives to increase street-level activity, provision of useful market information to facilitate critical business decisions, and delivery of business education workshops and technical assistance throughout the year. The Economic Development staff continuously designs, evaluates and fine-tunes programs and services, and reaches out to encourage participation. Throughout this process, the Division makes connections at all levels of the local economy to establish beneficial partnerships and build on Cambridge's core strengths to enhance the overall business environment.

For small businesses, the Division focuses on skill development, with particular emphasis on encouraging the growth of local woman- and minority-owned firms and expanding their opportunities to do business with the public sector and larger businesses. To support the broader community, Economic Development Division staff regularly interact with international delegations and corporate representatives exploring Cambridge as a business location. Raising the city's profile during the international BIO2012 conference in Boston has been a high priority this year. Workforce development efforts continue through targeted support of training for jobs in local growth sectors.

The Economic Development Division promotes commercial district revitalization by funding both physical and operational enhancements and promoting special events and outdoor activities to energize commercial districts. The City's ongoing commitment of façade improvement matching grants has provided leverage for substantially greater private investment; many business and property owners invest at least twice the amount of the City's contribution for their respective projects. Since its expansion citywide in 2002, the façade program has provided design services to over 165 business and property owners and helped finance 125 façade, signage and lighting improvement projects throughout Cambridge. Moreover, recent participants in the Best Retail Practices program reported a 23% increase in average sales after receiving in-store consultations and grants through the program. Demand for these programs from businesses in all commercial areas of the city continues to be strong.

The Economic Development Division assists business associations and neighborhood groups with long-term planning to support the well-being of every Cambridge commercial district. In FY12, EDD also provided staff support for the Mayor's Red Ribbon Commission to focus on issues related to Central Square. The Kendall Square Customer Intercept Survey, spearheaded by the Division in fall 2011, was used to generate data for the Kendall/Central planning study and will help inform the vision as revitalization in these areas moves forward.

FY13 GOALS:

- *GOAL 1:* *Cultivate a supportive environment for business, with particular emphasis on small, women- and minority- owned businesses. Foster public/private/institutional partnerships and facilitate connections between small local businesses and City, state, institutional and large business purchasing departments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of small, minority- and women- owned businesses provided with business development services, including referrals to business and financial resources, start-up feasibility analyses, and business plan and permitting assistance	75	100	72	75
2. Total number of Cambridge residents and/or business owners in e-commerce, marketing, pre-business and business planning workshops	166	140	138	140

■ *GOAL 2: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of facade or signage and lighting improvements completed	12	12	12	12
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing and working with contractors	9	10	12	10
3. Number of small business participants served by Best Retail Practices program workshops and individual consultations	45	44	35	44
4. Number of small businesses provided with Best Retail Practices program grants to implement design and marketing recommendations	9	10	10	10
5. Provide technical assistance to Cambridge business associations, organizations and neighborhood groups to help with management structure, membership recruitment, outreach and program planning to support special events and outdoor activities in commercial areas throughout the year (number of initiatives)	15	18	13	15

- *GOAL 3:* *Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector (life sciences, the green economy, etc.)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Support Just-A-Start biomedical training to prepare adults for higher quality jobs in the Cambridge economy (number of participants enrolled in program)	12	9	9	9
2. Support Green Jobs Training Program to prepare residents for jobs in energy efficiency, weatherization and green building maintenance (total number of participants enrolled in program)	16	8	8	8

- *GOAL 4:* *Monitor changes and trends in the Cambridge real estate market. Promote a real estate market that offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Track available commercial space to market available properties and recruit businesses by assisting with site searches (number of contacts)	65	48	41	48

- *GOAL 5:* *Market Cambridge as a location for business and maintain a supportive business climate; build on the city's competitive advantages to attract and retain local businesses. Work to strengthen mutually beneficial partnerships with businesses and institutions and to sustain an innovative presence in the region and beyond.*

ENVIRONMENTAL AND TRANSPORTATION PLANNING

PURPOSE & OVERVIEW: The Environmental and Transportation Planning Division undertakes initiatives to promote energy efficiency, renewable energy and other sustainable practices to meet the City's climate adaptation and mitigation goals and enhance long-term community health and sustainability. The Division plans transportation infrastructure projects in Cambridge with an emphasis on pedestrian and bicycle facilities, traffic calming and transit access, while incorporating other environmental enhancements such as storm water management improvements, energy efficient lighting and streetscape amenities. In advancing the City's environmental goals, the Division participates in regional transportation initiatives to improve mobility and accommodate all modes of transportation.

The Environmental and Transportation Planning Division works collaboratively with other City departments, public agencies, businesses and institutions, community groups and policy advocates to facilitate sound economic growth while minimizing accompanying environmental impacts. It reviews development proposals to ensure that the city's neighborhoods are protected and appropriate mitigation measures implemented. The Division supports the administration of the City's Parking and Transportation Demand Management Ordinance and implements vehicle trip reduction measures to improve safety and reduce congestion and pollution. As part of an interdepartmental team, the Division helps the City to provide municipal leadership through its own environmental policies and practices.

Through innovative community engagement, the Division works to educate and involve the public in adopting and expanding sustainable practices as well as in shaping the design of infrastructure projects. The incorporation of the Cambridge Energy Alliance into the Division will facilitate more consistent and effective grassroots-level outreach to promote energy efficiency and will be advantageous as the City implements environmental initiatives, moves forward with the climate vulnerability assessment, and proceeds to set climate goals for the next decade. Other Division priorities over the coming year include streetscape improvements in key areas of the city, Cambridge Common improvements, and work on regional initiatives to represent Cambridge's interests in projects such as the Accelerated Bridge Program, MBTA service planning, bicycle sharing and the Green Line Extension.

FY13 GOALS:

- *GOAL 1:* *Reduce impacts caused by motor vehicles through Transportation Demand Management (TDM) program measures and review of proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of employers and property owners assisted with implementing TDM program elements	40	40	40	40
2. Number of Parking and Transportation Demand Management (PTDM) plans and special permits reviewed and/or monitored for compliance	43	56	50	54
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	667	645	675	675
4. Number of initiatives to reduce City employee vehicle trips	6	6	6	6
5. Number of traffic impact studies and site plans reviewed to ensure that they further the City's transportation goals	14	10	10	10

- *GOAL 2: Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of traffic calming projects designed	2	4	4	3
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	2	3	3	3
3. Number of projects to support and enhance conditions for bicycling, walking and/or use of public transportation	10	8	10	8
4. Number of regional transportation planning efforts engaged in to advance the City's enviromental goals	13	12	12	12

■ *GOAL 3:* *Implement climate change adaptation and mitigation policies, programs, and other strategies that enhance municipal and community sustainability and environmental quality.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of events or initiatives implemented by Cambridge Energy Alliance to engage residential and business communities	n/a	n/a	12	12
2. Number of energy efficiency audits generated by the Cambridge Energy Alliance	n/a	n/a	450	375
3. Number of community initiatives engaged in to support climate protection goals, working with the Climate Protection Action Committee	n/a	n/a	n/a	4
4. Number of municipal initiatives engaged in to support sustainability goals	5	4	4	4
5. Number of environmental project or site reviews performed	3	3	3	3

- *GOAL 4:* *Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects that promote vehicle trip reduction and expand mode choice.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of infrastructure projects under design	4	3	3	3
2. Number of construction projects, including traffic calming, where CDD provides design services during construction	11	6	9	6

- *GOAL 5:* *Educate and involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of environmental and/or transportation educational/promotional initiatives organized or participated in	23	20	20	20
2. Number of public meetings hosted/ staffed with standing committees	54	50	50	50
3. Number of project-specific community meetings hosted/staffed or presentations to community groups	22	16	16	20

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$0	$0	CONTINGENCY	$7,820
$0	$0		$7,820

PURPOSE & OVERVIEW: This allotment represents the Community Development Block Grant (CDBG) contingency for FY13 and is reserved principally for unforeseen conditions in already funded projects or for opportunities that may arise in CDBG eligible neighborhoods.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$568,265	$582,795	HISTORICAL COMMISSION	$587,025
$568,265	$582,795		$587,025

PURPOSE & OVERVIEW: The Cambridge Historical Commission (CHC), the City's historic preservation agency, seeks to preserve the integrity and diversity of Cambridge's built environment. More than 3,000 buildings are protected in two historic and four neighborhood conservation districts, each overseen by a volunteer board, with 33 landmarks and 40 individual properties currently under preservation restrictions. Demolition applications for all buildings over 50 years old are reviewed, and demolition of preferably preserved significant buildings may be delayed for a limited time to seek preservation alternatives. The staff actively supports homeowners, developers and local institutions with technical advice on preservation issues, sustainable building practices and historic paint colors. Each year, the Commission's Preservation Awards honor outstanding historic preservation projects, from residential properties to university buildings and commercial sites. Since FY02, the CHC has contributed to neighborhood revitalization through the administration of preservation grants funded by the Community Preservation Act (CPA); these grants benefit City-owned properties and landscapes, affordable housing agencies, income-eligible homeowners, and non-profit organizations with significant historic properties. The CHC fosters a sense of community and an interest in local history through its publication of architectural surveys and oral histories and the presentation of educational and informational programs in local schools and for community groups. Residents and visitors are encouraged to explore Cambridge's rich architectural and social history through the use of the CHC's extensive public archive, which includes information on every building in Cambridge, historic photographs and maps, and biographical material. The extensive Website receives approximately 375,000 page views annually. The Commission also oversees the restoration of historic public sites, the maintenance of City monuments and statues, and the installation of historic markers.

FY12 MAJOR DEPARTMENT ACCOMPLISHMENTS:

- Conducted design review and compliance of several large projects in protected districts throughout Cambridge, including 151 Brattle and 24 Berkeley streets (Old Cambridge Historic District); 38-40 Arlington Street (Avon Hill Neighborhood Conservation District (NCD)); 14 Dana Street (Mid Cambridge NCD); 152-154 Mount Auburn Street (Half Crown/Marsh NCD); 2-10 Brattle Circle (under the demolition ordinance); and the former Ellis School at 40 Norris Street (Cambridge Landmark). Conducted 42 historic paint color consultations, including restoration of the original interior paint colors at City Hall and of the exterior colors of 101 Brattle Street.
- Supported historic preservation projects with grants from CPA funds, including exterior restoration of 8 affordable housing projects (approx. $256,115); work on City-owned historic structures and landscapes, including restoration of the original interior color scheme at City Hall ($180,000); roof replacement at Cpl. Burns Shelter ($240,000); adaptive reuse of former Police Department HQ ($250,000); and emergency repairs and Historic Structure Report for the Magazine Beach powder house ($37,700).

- Completed Landmark designation of the Ellis School at 40 Norris Street and initiated four new studies: the Kendall Square Group, 238, 264-290 & 292 Main Street, a collection of early 20th Century buildings; Arthur Astor Carey House at 28 Fayerweather Street (1882), an early, influential example of Colonial Revival style; Garrett Birkhoff House at 45 Fayerweather Street (1940), designed by Walter Bogner, an architect and Harvard professor who contributed substantially to the emergence of modern architecture; and St. Francis of Assisi Church at 315 Cambridge Street, built in 1868 and remodeled in 1938.
- Completed 110 interviews for the Area 4 oral history project; participants included lifelong and longtime residents from the neighborhood's primary ethnic groups, community activists, and directors of local social service organizations, and embraced individuals aged 14 to 96. A Public History intern from Northeastern University assisted with the project.
- Conducted training seminars for members of the CHC and NCDs, including presentations on due process, conflict of interest, deportment at public meetings, defensible decision making and architectural design review.
- Undertook a comprehensive redesign of the CHC Website to the City's new web platform. Continued to add new finding aids for archival collections and update the Website with new landmarks, maps and staff reports of preservation activity in Cambridge.
- Employed two part-time archival assistants who processed, catalogued and wrote a finding aid (now online) for a Cambridge ephemera collection that includes manufacturing catalogues, company billheads and rare photographs. A volunteer archivist began processing a large collection of plans, drawings and blueprints from the late Cambridge architect William Galvin.
- Participated in city-wide programs. For Cambridgeport History Day in October, the staff assisted property owners with house research for "If this house could talk" and conducted two neighborhood walking tours. The July Open Archives program, offered in conjunction with the Cambridge Historical Society, Longfellow House-Washington's Headquarters National Historic Site, Mount Auburn Cemetery, and Harvard repositories, gave 30 visitors behind-the-scenes tours of each archive and introduced them to special collections.
- Installed a historic marker in Central Square commemorating Company C, the first volunteer unit mustered for the Civil War in Cambridge (and Massachusetts), and collaborated with the Cambridge Historical Society to publish an illustrated booklet on the unit.
- Organized the 11th annual *Cambridge Discovery Days*, free walking tours and events on two August Saturdays. Many events commemorated the 150th anniversary of the start of the Civil War, including themed tours of Mount Auburn Cemetery, Longfellow house and Fresh Pond, and an exhibit on Company C. Walking tours explored Cambridge as a center of candy making; houses designed by Lois Lilley Howe, America's first female architect; and architecture and development in East Cambridge. A dramatic presentation honored Mary Dyer, a colonial Quaker and follower of Anne Hutchinson.

FY13 GOALS:

- *GOAL 1:* *Historic districts and Landmarks: Preserve the integrity and diversity of Cambridge's built environment, support the economic vitality of mixed-use areas, and encourage sustainable building/maintenance practices through administration of historic and neighborhood conservation districts, landmarks and protected buildings at public hearings and by staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of applications reviewed by staff	470	415	452	445
2. Number resolved administratively	376	297	354	351
3. Number requiring public hearing	94	118	98	94

- *GOAL 2:* *Demolition review: Advocate for the preservation and adaptive reuse of significant 50+ year old buildings important to Cambridge's social and architectural history and promote sustainable building practices through review of demolition permit applications. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of applications reviewed by staff	30	32	40	35
2. Number resolved administratively	22	24	28	24
3. Number requiring public hearing	8	8	12	11

- *GOAL 3:* *Landmarks/Easements: Protect significant properties through landmark designations and easement donations. Landmark designations protect properties by order of the City Council; easement donations accomplish the same goal, with potential additional benefits to the property owner. Landmark designation studies sometimes result in the donation of an easement.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of properties protected as landmarks	32	34	34	36
2. Total number of properties protected by easements	40	41	41	42

- *GOAL 4:* *New districts: Foster community and support neighborhood preservation by working with area residents requesting the establishment of new historic and neighborhood conservation districts (NCD).*

- *GOAL 5:* *Technical assistance: Promote excellence in historic preservation practices, including sustainable redevelopment, through continuing technical assistance to homeowners, institutions, public agencies and commercial property owners. Assist homeowners in choosing historically appropriate exterior paint colors.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations)	309	325	325	322
2. Number of paint consultations	33	42	42	40

- *GOAL 6:* *Environmental reviews: Mitigate impacts on historic resources and promote sustainable building/maintenance practices by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of environmental assessments performed under state and federal statutes	20	20	18	15

- *GOAL 7:* *Institutional Preservation Grants: Promote neighborhood vitality and support municipal and non-profit owners of historically or architecturally significant properties by providing financial assistance for exterior restoration through Community Preservation Act funds.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of grants to City-owned buildings/landscapes	8	8	11	8
2. Number of grants to properties owned by nonprofit agencies	5	6	6	5

- *GOAL 8:* *Preservation Grants: Support affordable housing programs and promote neighborhood vitality by providing financial assistance for exterior building restoration to low- and moderate-income homeowners and housing rehab agencies. Community Preservation Act funds allow grants of up to $30,000 for homeowners and up to $100,000 for agencies.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of grants to affordable housing agencies and individual homeowners	3	3	6	5

- *GOAL 9:* *Publications: Current project is an Area 4 oral history. Maintain an active publications program to promote community awareness of and appreciation for Cambridge history. Commission writings (including books, newspaper articles and online content) examine a diverse range of history, from the architectural and development history of the city, to personal stories as told in oral histories.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Prepare manuscript for professional editing (percentage complete)	n/a	n/a	n/a	100%
2. Number of interviews edited by professional editor	n/a	n/a	n/a	110
3. Prepare edited manuscript for publisher (percentage complete)	n/a	n/a	n/a	100%

- *GOAL 10:* *Educational programs: Provide learning opportunities to Cambridge residents and visitors of all ages, through presentations about the City's architectural and social history in schools, to neighborhood groups, and at public meetings; programs offered regularly and by request. Continue to promote neighborhood identity and vitality through walking tours and the placement of historic site markers.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of programs	32	24	32	28
2. Estimated audience; includes est. attendance at collaborative events	1,420	1,300	2,225	1,350

- *GOAL 11:* *Public archive: Encourage and assist members of the public in using the Commission's extensive public archive of collections focusing on Cambridge's architectural and social history.*

■ *GOAL 12:* *Website: Enhance department Website to provide improved public information, education and outreach about historic preservation, the Commission's public archive and educational/informational programs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of major functional or content additions	15	12	12	12

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$577,525**
Real Estate Taxes	$577,525	
INTERGOVERNMENTAL REVENUE		**$5,000**
C.D.B.G.	$5,000	
MISCELLANEOUS REVENUE		**$4,500**
Royalties	$4,500	
TOTAL FY13 BUDGETED REVENUE		**$587,025**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$551,845**
OTHER ORDINARY MAINTENANCE	**$34,380**
TRAVEL & TRAINING	**$800**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$587,025**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	5	**5**	**5**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$97,620	$101,405	CONSERVATION COMMISSION	$101,925
$97,620	$101,405		$101,925

PURPOSE & OVERVIEW: The Conservation Commission is responsible for administering the State's Wetlands Protection Act (310 CMR 10.0), as well as protecting and enhancing the City's natural resources and open spaces through regulatory review, planning, environmental monitoring, education and outreach. Pursuant to the statutory responsibilities set forth in the Wetlands Protection Act, this department maintains a seven member voluntary Commission (appointed by the City Manager to three-year terms) and a Director, who are responsible for reviewing, permitting and inspecting projects in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission's Director also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission's Director regularly provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission's Director coordinates the 13 community gardens which serve approximately 460 Cambridge gardeners each year. The Director of the Conservation Commission also serves as a member of the Fresh Pond Advisory Board (FPAB), member of the Open Space Committee, administrator of the Community Gardens Program, member of the ABC Flooding Board, staff coordinator for the Open Space Preservation component of the Community Preservation Act (CPA), member of the Mystic River Watershed Municipal Sub-Committee, and a member of the Food and Fitness Policy Council.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- In FY12, the Director worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act through holding public meetings and hearings, issuing permits, monitoring construction activities and issuing certificates of compliance. In addition, the Director provided training to new and existing members of the Commission. Accomplishments are summarized below:
- As of January 2012, the Director issued 16 Conservation Commission permits. The Director also maintained oversight and compliance with all active projects including, but not limited to, all state bridges under construction as part of the Accelerated Bridge Program.
- The Commission Director was appointed by the City Manager to the Food and Fitness Policy Council. The Council will meet several times annually and is working on a list of priority projects to meet City Council goals.
- As part of administering the Cambridge Community Garden program, informational materials and maps

were distributed to interested residents and City staff. The Director processed all garden plot applications into a searchable spreadsheet. Coordinated the upgrade of existing gardens to include closed composting systems and at least one ADA compliant raised garden bed. The Director is continuing to work with the City Manager's Office, the City Council and City departments to create approximately 40 new garden plots and to promote all urban gardening opportunities. Currently, the Director has three (3) proposed community garden projects: installation of raised beds at existing gardens, expansion of the Fresh Pond Parkway Garden and a new Community Garden at Riverside Press Park.

- To promote urban gardening, the Director organized and conducted an Urban Gardening Seminar and organized and participated in the Third Urban Agricultural Fair in Harvard Square.
- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued in FY12 to collect, distribute and analyze data associated with the Alewife Sub-Watershed. The group advocated again this year for the Commonwealth to upgrade the Amelia Earhart Dam and complete much needed channel maintenance. The Board was successful in advocating for the dredging of Blair Pond, which is undergoing construction. The Department of Conservation and Recreation is committed to completing the dredging of Blair Pond in FY13.
- As a member of the Fresh Pond Advisory Board (FPAB), the Director participated in the implementation of the Fresh Pond Master Plan including, but not limited to, contract administration, public outreach and volunteer opportunities. Currently, seven projects are being administrated including the Glacken Slope Stabilization Project, the Black's Nook Enhancement Project, the Circulation and Access Project, the Drainage and Expansion of the Parkway Garden, Shared Use Public Engagement Process, Signage Project and Golf Course Drainage Project.
- The Commission Director worked closely with the Water Department and the City Manager's Office to coordinate the Seventh Annual Fresh Pond Stewardship Award Ceremony and the Fourth Annual Fresh Pond Day.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager's Office, Community Development, Recreation, Commission for Persons with Disabilities, Public Works and Electrical departments. The purpose of this Committee is to guide open space projects and develop open lines of communication between City departments.
- The Commission Director coordinated and presented the accomplishments associated with the Open Space Preservation component of the CPA, as well as presenting FY12 fundable projects. In addition, the Commission Director updates the state Community Preservation Act database annually.
- Contributed to efforts by federal and state regulatory agencies and local watershed groups to improve water quality in the Charles River and Alewife Brook watersheds. The Director was appointed to represent the City of Cambridge on the EPA's Mystic River Watershed Municipal Sub-Committee.
- The Director participated in trainings offered by the Massachusetts Association of Conservation Commissions (MACC) and at its annual conference.

FY13 GOALS:

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of public meetings/ hearings	33	40	40	40
2. Number of permits issued	21	15	20	20
3. Number of site inspections	97	100	100	100
4. Create and maintain an electronic archival system for all filings	20%	50%	50%	75%

- *GOAL 2: Administer and enhance the Community Garden Program.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of gardens on public land	9	10	10	10
2. Number of gardens on private land	4	4	4	4
3. Estimated number of gardeners	460	500	490	510

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and coordination with Water Department staff.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of public meetings	32	12	12	12
2. Number of projects being administered	7	10	10	10
3. Number of site inspections	65	60	70	70

■ *GOAL 4:* *Assist the City Manager's Office with the administration of the Community Preservation Act Open Space resources.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of public meetings attended	5	4	5	5
2. Number of projects being administered	6	5	6	6
3. Update the State Community Preservation Act Database Annually	100%	100%	100%	100%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$59,850**
Real Estate Taxes	$59,850	
CHARGES FOR SERVICES		**$42,075**
Water Usage Charge	$40,575	
Conservation Comm	$1,500	
TOTAL FY13 BUDGETED REVENUE		**$101,925**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$100,025**
OTHER ORDINARY MAINTENANCE	**$1,000**
TRAVEL & TRAINING	**$900**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$101,925**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	1	**1**	**1**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$122,230	$134,345	PEACE COMMISSION	$139,595
$122,230	$134,345		$139,595

PURPOSE & OVERVIEW: The Cambridge Peace Commission promotes peace and social justice within Cambridge – at personal, neighborhood and citywide levels – and in the wider world. It works to reduce violence and advocates ideas and programs that affirm diversity and build community within our city. Its unique presence in Cambridge city government marks the city as a beacon for innovative, creative and inclusive approaches that value an engaged, informed and concerned citizenry. The Commission works with schools and communities to ensure that: difference is understood and celebrated; sources of violence are recognized and addressed; all residents can contribute to making Cambridge an equitable and peaceful community. It also pays special attention to violence and inequality affecting young people through creative programs such as its Summer of Peace Initiative. The Commission celebrates Cambridge residents and local efforts with recognition programs and events, and raises awareness through forums, educational sessions and presentations. It supports Cambridge's Sister City relationships, including those with San José Las Flores, El Salvador and Yerevan, Armenia. It links peace groups, social justice efforts, anti-violence coalitions, communities and the municipal government.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The Commission has addressed violence and promoted peace and justice in schools through:

- Advising and supporting Youth Underground, the youth acting ensemble of Cambridge Rindge & Latin School students at the Central Square Theater, to support and promote their performances of *You Can Tell at Lunch* and *Money Matters* – plays that use the words of CRLS students to explore the values of and challenges faced by young people in Cambridge as they deal with perceptions of difference and conflict in their own lives.
- Working with the Cambridge Public Health Department, Police Department, Department of Human Service Programs and the Cambridge Public Schools to create the Community Crisis Response Network, as well as serving on the network's Steering Committee.
- Working with the District-Wide Conflict Mediator, LGBT Family Liaison and the CRLS Diversity Coordinator at the Cambridge Public Schools to develop programs and activities, provide training and support to student mediators and staff, and promote alternative models of conflict resolution.
- Participating in the Mental Health Committee of the Cambridge Healthy Children Task Force and working with staff and students to develop restorative justice-based methods to address disciplinary issues and conflicts in schools.
- Collaborating with staff and students in the Cambridge Public Schools on activities and programs to

promote peaceful schools, positive school climates, peace education and multicultural activities.

The Commission has worked to promote peace and justice locally as an alternative to violence by:

- Organizing and facilitating the "Summer of Peace" initiative to promote a summer free of youth violence in Cambridge. This initiative brings together City staff, police, schools, clergy, youth centers, clinicians, academics and community activists to identify potential problems and sources of violence in the community, foster collaborations among the agencies, share information and report on accomplishments.
- Providing training and support through the "Peace@Home Workshop," an innovative effort where men explore how they can take a stand on domestic violence in their communities and serve as role models for other men and boys.
- Participating in the Domestic Violence Free Zone (DVFZ) Core Group (steering committee) for the City of Cambridge, providing strategic expertise, planning and support to produce systemic changes in city policy, guide the projects of the DVFZ and organize the City's annual Domestic Violence Awareness Month activities.

In the community, the Commission has fostered peace through building connections and community by:

- Collaborating with community groups and organizations to create the North Cambridge Peace Project, a neighborhood-based approach to promoting safety, fostering community and creating opportunities for neighbors to get to know each other and build relationships.
- Organizing the 23nd annual Cambridge Citywide Holocaust Commemoration, working with students, artists, musicians, communities of faith, school and library personnel, and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from a survivor of the Holocaust, with approximately 150 attendees.
- Organizing the annual Cambridge Peace and Justice Awards Dinner with 250 attendees, presenting awards to five individuals and one group reflecting the depth and breadth of work for peace and justice in Cambridge.
- Organizing the annual Martin Luther King Day Commemoration and Remembrance with more than 200 attendees.
- Promoting diversity and understanding and building community among City staff through participation in the Employees' Committee on Diversity and its events.
- Creating a monthly e-newsletter covering a variety of community events and activities related to peace, social justice and multiculturalism in and around Cambridge.

The Commission has promoted peace and justice through connecting Cambridge with the wider world by:

- Working with the Cambridge-Tsukuba Sister City Project to generate local support for the people of our Japanese sister city in the wake of the devastating earthquake, tsunami and nuclear disaster in that nation.
- Participating in a community meeting with a delegation of public safety and government officials visiting from Tajikistan to learn about community policing in Cambridge and how to build support for this approach in their country.
- Participating in the 25th Anniversary Delegation to San José Las Flores, El Salvador and bringing back first-hand reports on the progress the community has made since the founding of the sister city relationship, as well as the continuing challenges and threats to peace faced by its residents.
- Coordinating the Cambridge-Haiti Sister City Committee, which leads the City's efforts to establish a sister city in Haiti.
- Providing a place in city government for people to examine the impact of conflicts, wars and natural disasters around the world on Cambridge; examining and strengthening the connections of communities in the city to other nations; and addressing them in meaningful and effective ways.

FY13 GOALS:

■ *GOAL 1:* *Create and support citywide, neighborhood, community and school collaborations for violence prevention, diversity and peace initiatives – including conflict resolution, community mediation and restorative justice efforts. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives. Support community-wide efforts for public safety and build peace-oriented alternatives to violence.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Individuals involved in peacebuilding and/or violence prevention efforts through mediation, trainings, meetings and community forums	445	450	300	450
2. Individuals involved in school-based efforts for peace and multicultural education through local and international efforts	272	300	300	300

■ *GOAL 1:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Community-based networking events to address issues of violence and/or promote peace building and conflict resolution	15	15	12	15

■ *GOAL 2:* *Support model programs that help Cambridge youth work together on issues of violence and social justice across neighborhoods and across lines of racial and ethnic identity. Respond to school violence and promote school peace with programs and workshops on effective conflict resolution, appreciating diversity and promoting peace-making in the classroom.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Students receiving multicultural, violence prevention, or mediation and conflict resolution training and education	135	125	110	125
2. Youth involved in peace-building and educational efforts and events	228	240	100	240
3. Youth involved in mediation, conflict resolution and peace-making efforts	112	100	100	100

- *GOAL 3:* *Foster Cambridge's diversity and bridge community divisions by creating, supporting and recognizing programs and groups that promote community building, peace and justice, and decrease violence. Sponsor forums, recognition, educational and networking events that address issues of class, race, gender, national origin and sexual orientation to build support for social justice and equity in the city. Work with congregations and faith communities in the city on issues of peace and justice, providing a bridge to city government and building greater understanding and more connections among them.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of events for networking and relationship-building	33	40	25	40
2. Number of participants at community, cultural and recognition events	1,275	1,250	1,275	1,400

- *GOAL 4:* *Support existing and new Cambridge Sister City relationships and connect them to related communities within the city; initiate municipal resolutions and policies of support for countries experiencing war and conflict; hold public forums on issues of local and global concern; initiate and support collaborations among community, school, university and local peace and justice organizations. Address local aspects and effects of national and international issues by disseminating information relevant to the City's diverse communities, and by linking cultural programming with community action for peace.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Monthly e-mail update and calendar of events, as well as a quarterly newsletter, distributed to Cambridge residents, organizations and City departments	14	16	12	16
2. Community events and activities connecting Cambridge residents to sister cities, including delegations and educational forums	11	12	11	12
3. Public forums and educational events on issues of local and global concern	14	15	7	15

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
4. Collaborations with community, school, university, and local peace and justice organizations	10	10	8	12

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$116,145**
Real Estate Taxes	$116,145	
INTERGOVERNMENTAL REVENUE		**$23,450**
State Cherry Sheet Revenue	$23,450	
TOTAL FY13 BUDGETED REVENUE		**$139,595**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$127,420**
OTHER ORDINARY MAINTENANCE	**$10,325**
TRAVEL & TRAINING	**$1,850**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$139,595**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	1	**1**	**1**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$804,625	$826,305	CABLE TELEVISION/CCTV	$822,560
$490,365	$529,545	22-CITYVIEW	$613,800
$1,294,990	$1,355,850		$1,436,360

PURPOSE & OVERVIEW: The Office of Cable Television is responsible for the television production needs related to the programming on the City of Cambridge Municipal Television Channel, which has been newly rebranded as *22-CityView*. Operating within the Cambridge broadcast footprint, *22-CityView* is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality for which the City is known in areas including, but not limited to, education, culture, arts, health and human services and history.

22-CityView will continue to play an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. The Office of Cable Television, in its upcoming season, will continue to partner with a number of City departments and agencies to produce and broadcast programs and specials.

In what has become a regular focus for the Office of Cable Television, *22-CityView* will continue to produce original programming. *22-CityView* covers and broadcasts important City and community events and celebrations including, but not limited to, the Memorial Day Parade; Veteran's Day and Patriot's Day Observances; the CRLS Graduation ceremonies; City Run; Mayor's Cup Youth Baseball Tournament; the Annual Dance Party event and Danehy Park Family Day. Cambridge, with its important contributions to the local, national and international arena, is a stimulating environment for the production and dissemination of information and ideas. With the advancements and accomplishments made locally in the areas of education, science, academic research, politics and governmental leadership, to name a few, there is a wealth of opportunity to develop programming to stimulate and serve our viewing audience.

22-CityView also works with and develops programming specifically for City departments and agencies. This includes time-sensitive public service announcements regarding snowstorms, school closures and other important notifications. In covering and broadcasting City Council and subcommittee meetings and hearings, one of its primary responsibilities, the office will continue to strive to improve the production value of its presentations.

The $822,560 to CCTV represents its percentage allocation of funds from municipal access fees to support the non-governmental public television station in Cambridge.

FY 12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Produced a series of studio-based programs that followed the progress of the Mayor's Red Ribbon Commission on Central Square. The series examined many phases of the initiative and gave viewers a preview of items that would be discussed at upcoming meetings.
- In conjunction with the traveling "Freedom Riders" exhibit that visited the City of Cambridge, 22-CityView produced a documentary that focused on the events of that particular Civil Rights action through the experiences of one of the actual Freedom Riders and the eyes of two students who were a part of a group that recreated the rides to gain a more profound understanding of the times and events.
- Completed the installation of fiber from the City Hall production studio to the Media Arts Studio, ensuring an improved broadcast signal for live broadcast and the ability to record City Council and other meetings for future rebroadcast.
- Updating the department webpage to include a link to an archive of 22-CityView programs, enabling viewers to access video content online.
- As the next phase of the repositioning plan adopted in FY11, 22-CityView is working toward the ability to provide a streaming signal of its programming for web viewership.
- In an effort to augment program offerings, 22-CityView contracted with a satellite service to provide additional content. 22-CityView now offers programming in a number of areas including, but not limited to, political, artistic, scientific and how-to.
- Produced a short-form, Cambridge-based "intro" piece and Public Service Announcement for the Boston 2012 Biotechnology International Convention.
- Implemented a "rebranding" campaign for the Municipal Cable channel's transition, on April 17, 2012, from Channel 8 (CityTV-8) to Channel 22 (22-CityView) on the broadcast lineup.

FY13 GOALS:

- *GOAL 1: Work with City Departments utilizing 22-CityView production services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of times that 22-CityView has provided production services to City Departments	30	30	35	30
2. Number of department related studio based programs	18	25	30	30
3. Number of bulletin and informational on-screen text messages generated	1038	900	900	950

- *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and 22-CityView produced programming.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Hours per week of programming	98	98	101	101
2. Number of 22-CityView produced programs aired per day (Average)	n/a	n/a	5	5
3. Number of acquired satellite programming aired per day (Average)	n/a	n/a	5	12
4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast	132/296	110/225	110/225	110/225

- *GOAL 3: Work with City departments to write and produce high quality public service announcements for broadcast on Channel Twenty-Two.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Public Service Announcements produced	2	8	12	10

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$48,650**
Real Estate Taxes	$48,650	
CHARGES FOR SERVICES		**$1,387,710**
Municipal Access Fee	$1,387,710	
TOTAL FY13 BUDGETED REVENUE		**$1,436,360**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$569,150**
OTHER ORDINARY MAINTENANCE	**$863,760**
TRAVEL & TRAINING	**$3,450**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$1,436,360**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	5	**5**	**5**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$34,865,930	$33,939,460	MATURING BONDED DEBT	$36,936,085
$10,222,520	$10,438,170	INTEREST ON BONDS	$10,298,060
$0	$600	SANDERS TEMPERANCE FUND	$600
$0	$600	DOWSE INSTITUTE FUND	$600
$159,115	$216,000	BOND SALE FEES	$291,630
$45,247,565	$44,594,830		$47,526,975

PURPOSE & OVERVIEW: The primary purpose of this allotment is to finance the debt service on all City bonds, with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction of the water treatment plant and installation of an automated meter reading system, are included in the Water budget, and principal and interest payments on School issues are included in the School budget. Debt service on the one remaining Cambridge Health Alliance (CHA) issue, the construction of the Ambulatory Care Center at the Cambridge Hospital, is included in this budget, with reimbursements from the CHA included as a revenue to offset these costs. The allocations shown above include the gross debt service on the loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) for sewer reconstruction projects. Approximately 17.3% of the total FY13 debt service on MWPAT loans is covered by subsidies from the State, with the remainder financed through sewer service charges.

Funds budgeted in these cost centers cover debt service on a wide variety of projects, including sewer reconstruction in several areas of the City, open space improvements, street improvements, renovations to various public buildings, including the new Public Safety Facility, Main Library, and Cambridge Rindge and Latin School and improvements to the City's many recreational facilities.

The City issued bonds on February 15, 2012 to finance sewer reconstruction, Kendall Square surface improvements, Harvard Square Tunnel improvements, renovations to public buildings including the old police station, Ryan Garage / Simard Building, and two fire stations, improvements to four parks, street and sidewalk reconstruction, and design costs for the King School Renovation Project.

In conjunction with the February 15, 2012 bond sale mentioned above, the City received the highest credit ratings awarded by the three major credit rating agencies: Moody's Investors Service, Standard & Poor's Corporation and Fitch Ratings. Cambridge is one of approximately 27 cities nationally to receive the highest rating (AAA) from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Debt Service Budget reflects a net increase of $2,932,145 which is attributable to an increase in sewer debt and tax-supported debt. The FY13 Budget includes new debt service costs associated with the February 15, 2012 General Obligation bond sale and also includes savings resulting from the City's Refunding Issue on March 8, 2012.

MATURING BONDED DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT), the Massachusetts Water Resources Authority (MWRA), and the Massachusetts School Building Authority (MSBA) which have been used to cover a large portion of the costs of various sewer reconstruction and school projects throughout the City. There is no impact on this cost center for FY13 from the issue planned for the winter of 2013, because the first principal payment will not be due until the winter of 2014, and will be reflected in the FY14 Budget.

INTEREST ON BONDS. The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue and the City's credit ratings. As mentioned above, the City's credit rating was reviewed by the three major credit rating agencies in conjunction with the bond sale on February 15, 2012, and confirmed at the highest level by all three agencies. Bond market conditions have shown a significant downward trend since the last bond sale in February 2012. The City received a True Interest Cost (TIC) of 1.64% for the bonds sold on February 15, 2012, which is a significantly lower rate than the 3.21% received in February 2011, by 157 basis points or 1.57%.

SANDERS TEMPERANCE FUND. In 1864, Charles Sanders bequeathed $10,000 to the City of Cambridge "to be held as permanent funds, the interest of which shall be paid" as salary to a person to be "employed as a missionary in the cause of temperance." For reasons that are unclear, the principal became unavailable many years ago. To keep the intent of the trust, the City has annually appropriated an amount equal to 6% of the original principal.

DOWSE INSTITUTE FUND. In 1858, the executors of Thomas Dowse's estate informed the City Council of their intent to establish the Dowse Institute with a grant of $10,000 to be given to the City under the condition that the City would pay $600 "in each and every year forever" to finance the Institute. In return, the Institute's trustees agreed to apply the annual appropriation to lectures "on literacy or scientific subjects to be delivered in Cambridge." In the same year, the City Council accepted the grant and, with the approval of the executors, the $10,000 was used to defray the cost of the "Athenaeum," a structure which was used as City Hall for many years.

BOND SALE FEES. This cost center provides funds for all costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements. In addition, fees related to loans that the City receives from the MWRA and MWPAT are included in this cost center.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$31,234,255**
Real Estate Taxes	$31,234,255	
CHARGES FOR SERVICES		**$13,929,520**
Golf Course Fees	$88,400	
Sewer Service Charge	$13,841,120	
INTERGOVERNMENTAL REVENUE		**$2,202,060**
Mwpat Loan Program	$297,060	
Misc Receipts/TCHCN	$1,905,000	
MISCELLANEOUS REVENUE		**$161,140**
Rent Of City Property	$120,000	
Section 108 Ln Repayment	$41,140	
TOTAL FY13 BUDGETED REVENUE		**$47,526,975**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$291,630**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$47,235,345**
TOTAL FY13 BUDGETED EXPENDITURES	**$47,526,975**

SUMMARY: HUMAN RESOURCES AND DEVELOPMENT

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$8,095,895	$8,320,545	Library	$8,710,520
$20,642,120	$22,078,610	Human Services	$22,480,760
$208,380	$221,235	Commission on the Status of Women	$225,425
$188,260	$223,730	Human Rights Commission	$220,160
$1,017,910	$986,545	Veterans' Services/Benefits	$981,165
$30,152,565	$31,830,665		$32,618,030

FINANCING PLAN	FY13 BUDGET
Taxes	$27,743,395
Charges For Services	$3,176,675
Fines & Forfeits	$55,000
Intergovernmental Revenue	$1,642,960
	$32,618,030

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$5,933,160	$6,256,160	MAIN LIBRARY	$6,657,690
$2,162,735	$2,064,385	BRANCH LIBRARIES	$2,052,830
$8,095,895	$8,320,545		$8,710,520

PURPOSE & OVERVIEW: The Cambridge Public Library provides excellent collections, services and programs to meet the informational, educational and recreational needs of Cambridge residents of all ages. The Main Library anchors the library system with in-depth collections, research services, and technical and administrative support. The six branch libraries offer personalized services which are tailored to the unique needs of their neighborhoods. All libraries circulate books and audiovisual materials in addition to providing public access to the Internet and online and downloadable content. Library sponsored programs and events offer opportunities for residents to come together to share their experiences and cultures. Programming includes book discussion groups, author readings and topical lectures, as well as adult literacy classes, English conversation groups, children's story times and sing-alongs, and computer classes. Library services are offered a collective total of 275 hours each week and library online resources are available 24 hours a day.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Library Budget includes the full funding of a library associate position to service the Youth Services of the Main Library. In addition, $55,000 has been added to support the plant maintenance and operations of the Main Library facility, as well $5,000 to support professional development activities. The book acquisition budget has been increased to comply with the Massachusetts Board of Library Commissioners' standards.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Library circulation is projected to increase 6% over the historic high of 1,397,593 in FY11 and 51% higher than the last full year before the new Main Library opened.
- Projected cost per transaction ($2.10) is lower than FY11 ($2.17), which was 24% less than 10 years ago ($2.85).
- CambridgeREADS hosted Sebastian Junger, author of WAR, featured Peter Davis, director of HEARTS AND MINDS, and commemorated the 150th anniversary of the Civil War with an encampment at the Main Library.
- Use of public access computers increased 24%.
- Over 10,000 downloadable e-books and audio books were offered to cardholders through the Minuteman Library Network.
- Use of materials in the library increased 12%.
- 230,000 items were borrowed from other communities on behalf of Cambridge residents, a 2% increase.

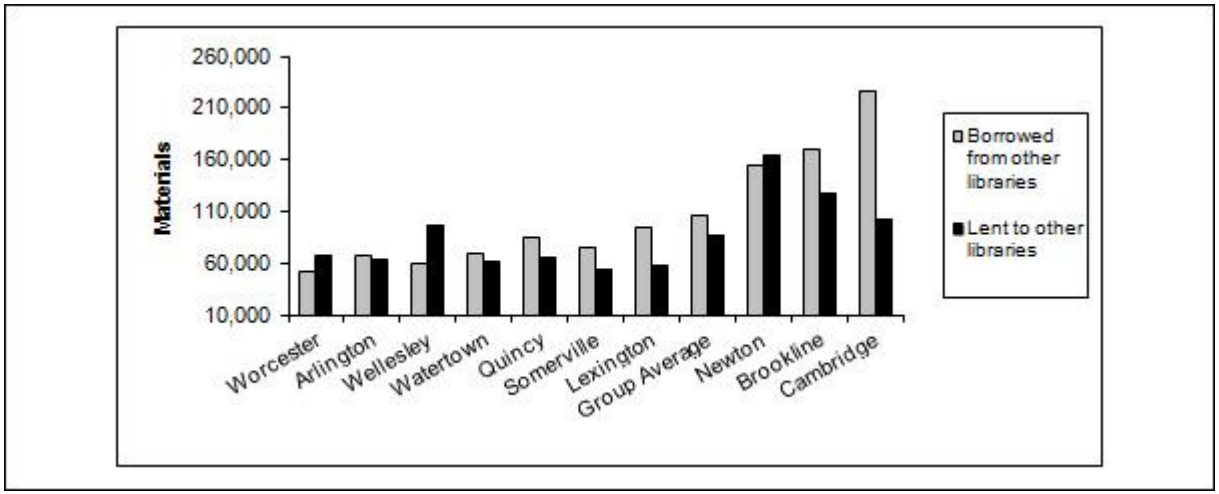
- 10,000 new cardholders were registered.
- Programming for teens increased by 75%.
- 50 e-readers were purchased for public use.
- Historic Cambridge newspapers (through 1923), including **The Cambridge Chronicle**, were digitized.
- Meeting space for over 540 community meetings was provided at the Main Library and the Central Square and O'Neill branch libraries.
- The 50th anniversary of the death of PFC Salvatore F. Valente was commemorated with a memorial program and display at the Valente Branch.
- A new HVAC system was installed at the Central Square Branch and the branch was painted, new shelving was installed and the Literacy Room was expanded.

Figure 1: FY11 Comparative Statistics on Regional Library Use
The following table shows levels of library activity for a sample of local communities, in order of cost per hour open, as compiled by the Massachusetts Board of Library Commissioners (MBLC).

City	Total Hours Open Per Year (all locations)	Total Circulation	Circulation Per Capita	Number of Programs	Total Program Attendance	Reference Transactions Per Week	FY11 Cost Per Hour Open
Somerville	7,352	412,710	6.2	577	12,350	389	$229.51
Quincy	5,402	684,410	8.1	784	20,692	885	$475.11
Cambridge*	**11,814**	**1,397,593**	**12.9**	**2,914**	**72,718**	**4,562**	**$705.64**
Brookline	8,001	1,312,518	24.5	652	23,266	800	$471.10
Lexington	3,290	834,112	28.4	415	20,309	870	$731.40
Arlington	4,186	641,994	16.4	416	26,080	1,505	$520.28
Group Average	**5,827**	**917,797**	**17.4**	**915**	**25,423**	**1,653**	**$673.80**
Watertown	3,291	632,133	21.0	512	13,136	941	$702.76
Wellesley	6,005	672,094	28.7	839	18,136	1244	$420.10
Worcester	5,566	849,494	5.0	497	8,241	2,438	$860.75
Newton	3,366	1,740,911	22.7	1,546	39,298	2,896	$1,621.00

*Central Square Branch was closed from July 1, 2010 through May 15, 2011

Figure 2: FY11 Borrowing and Lending Activity by Community
The following graph shows the total amount of materials borrowed from and lent to regional libraries, according to Massachusetts Board of Library Commissioners (MBLC) data.



FY13 GOALS:

Programs and Services

- *GOAL 1:* *Maintain quality of traditional services in an efficient and cost effective manner while expanding into e-books and downloadable content.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Check-outs	1,397,593	1,300,000	1,475,000	1,450,000
2. Renewals	310,687	265,000	345,600	300,000
3. Check-ins	1,237,913	1,000,000	1,320,000	1,252,800
4. Questions answered	237,242	175,000	216,000	175,000
5. Process network transfers	327,836	290,000	345,000	330,000
6. In-library computer sessions	177,016	150,000	219,000	220,000
7. Downloads of e-books and audio books	2,935	n/a	10,000	20,000
8. Total program attendance	72,718	55,000	70,000	70,000

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
9. Total transactions	3,763,940	3,235,000	4,000,600	3,817,800
10. Cost per transaction	$2.17	$ 2.60	$2.08	$ 2.28

■ *GOAL 2: Provide library users with access to a broad collection of print, electronic and audiovisual resources within the library and remotely.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Select, purchase (from all sources) and catalog new acquisitions for library collection	48,046	40,000	40,000	35,000
2. Number of items in collection	334,633	n/a	344,000	355,000
3. E-books and downloadable audio books available (# of volumes)	12,140	n/a	13,200	15,000
4. Provide access to online research resources (# of searches)	456,688	350,000	280,000	250,000
5. Items used in the library but not checked out	120,396	130,000	135,000	130,000
6. CPL website page views	2,440,765	2,500,000	2,400,000	2,350,000
7. Process books, CDs and DVDs requested by other communities for their patrons	101,457	90,000	125,000	125,000
8. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons	226,379	200,000	230,000	225,000
9. Pack and ship materials within the CPL and to other Minuteman libraries (# of bins sorted)	15,937	14,000	17,000	20,000
10. Fulfill requests for books, CDs, DVDs, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting library	109,604	100,000	115,000	100,000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
11. Deliver library materials to home-bound residents, nursing homes and senior housing (# of books)	11,560	9,000	9,000	9,000
12. Deliver library materials to home-bound residents, nursing homes and senior housing (# of deliveries)	383	300	350	300

■ *GOAL 3: Promote literacy development and library use for all ages.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Register new cardholders	10,695	9,000	10,000	9,000
2. Number of active cardholders	58,399	n/a	64,500	66,000
3. Send out Welcome Baby packets to parents of newborns in Cambridge	1,066	900	900	1,000
4. Deliver story bags to home daycare providers. (# of deliveries)	252	n/a	252	252
5. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines	132	90	150	150
6. Provide story times for preschool children	392	n/a	475	475
7. Offer weekly toddler singing programs	333	300	350	350
8. Visit children at day care centers and nursery schools and conduct on-site story times	134	75	75	75
9. Children's books checked out during the summer	84,723	80,000	96,231	95,000
10. Host book discussion groups for children and teens (# of sessions)	120	100	115	100

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
11. Offer programs to promote adult literacy and English proficiency	780	800	800	800
12. Offer individual tutorials for adult learners in reading and writing English	n/a	1,200	1,500	1,300
13. Offer book discussion groups for adults (# of sessions)	65	n/a	70	75
14. Offer outreach programs for seniors	n/a	60	60	60

■ *GOAL 4: Promote computer literacy.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Offer classes to residents on how to use computers for accessing the library, using the Internet, finding a job, etc. (# of classes)	134	75	140	125

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$8,247,600**
Real Estate Taxes	$8,247,600	
FINES & FORFEITS		**$55,000**
Library Fines	$55,000	
INTERGOVERNMENTAL REVENUE		**$407,920**
State Cherry Sheet Revenue	$309,400	
Cherry Sheet-Aid To Pub Libry	$98,520	
TOTAL FY13 BUDGETED REVENUE		**$8,710,520**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$6,590,700**
OTHER ORDINARY MAINTENANCE	**$2,073,170**
TRAVEL & TRAINING	**$46,650**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$8,710,520**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	65	**65**	**66**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$599,820	$661,400	ADMINISTRATION	$615,540
$635,420	$660,585	PUBLIC SERVICES	$742,865
$989,585	$897,720	REFERENCE SERVICES	$985,380
$1,190,605	$1,209,595	CIRCULATION SERVICES	$1,289,780
$524,550	$673,095	TECHNICAL SERVICES	$638,165
$637,350	$700,200	CHILDREN'S SERVICES	$786,565
$1,045,645	$1,082,510	SUPPORTIVE SERVICES	$1,203,310
$310,185	$371,055	COMPUTER TECH. SUPPORT SVCS	$396,085
$5,933,160	$6,256,160		$6,657,690

PURPOSE & OVERVIEW: The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, information services, materials processing, reference services, outreach to senior citizens, children's services and programs, as well as personnel functions. The City's most comprehensive and expansive library collections can be found at the Main Library.

FY13 GOALS:

- *GOAL 1: Sustain active use of Main Library.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Create exhibits to promote use of the Cambridge History Collection	6	5	8	8
2. Offer author readings, lectures, films, concerts, and other cultural programming to promote library use and community	88	65	50	50
3. Provide public meeting space for community groups of all sizes	598	425	450	435
4. Provide small conference rooms to the public (# of uses)	n/a	n/a	n/a	2,500
5. Number of persons who visit Main Library	n/a	500,000	550,000	550,000
6. Offer programs for teens	n/a	25	100	75

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$326,690	$304,665	O'NEILL (NORTH CAMBRIDGE)	$308,685
$287,415	$308,310	VALENTE (CAMBRIDGE FIELD)	$300,535
$243,675	$230,205	BOUDREAU (OBSERVATORY HILL)	$230,415
$249,090	$238,470	O'CONNELL (EAST CAMBRIDGE)	$247,090
$207,900	$199,625	COLLINS (MOUNT AUBURN)	$199,765
$847,965	$783,110	CENTRAL SQUARE	$766,340
$2,162,735	$2,064,385		$2,052,830

PURPOSE & OVERVIEW: Branch libraries are designed to provide neighborhood-based services especially to children and their families. The branch collections specialize in high demand materials, popular fiction for adults and children, audiovisual materials as well as books and magazines in languages other than English, where demand exists. The Central Square Branch Library is home to the Library's Adult Literacy Program and the Valente Branch offers an extensive collection of materials in Portuguese. Branch Libraries are intended to offer basic services and not to duplicate the in-depth and extensive reference materials available only at the Main Library. Branch Libraries are responsible for much of the outreach effort by the library to neighborhood constituencies. Their small size enables them to be more inviting to those unfamiliar with public libraries and how they work.

FY13 GOALS:

- *GOAL 1: Provide meeting and gallery space for community artists and organizations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. O'Neill Branch (# of exhibits)	n/a	12	12	12
2. Provide space for community groups to meet at the O'Neill Branch	120	75	75	75
3. Provide space for community groups to meet at the Central Square Branch	0	100	30	65
4. Central Square (# of exhibits)	0	6	8	12

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$3,937,600	$4,262,735	ADMINISTRATION	$4,258,755
$2,444,610	$2,598,910	OFFICE OF WORKFORCE DEV.	$2,601,150
$1,925,035	$1,970,890	PLANNING AND DEVELOPMENT	$2,015,685
$2,468,480	$2,824,730	COMMUNITY SCHOOLS	$2,815,430
$1,638,465	$1,768,030	RECREATION	$1,852,305
$1,201,160	$1,285,885	ELDERLY SERVICES & COA	$1,312,300
$3,302,255	$3,486,860	CHILDCARE & FAMILY SUPPORT SERVICES	$3,488,550
$570,780	$599,965	GOLF COURSE	$643,445
$888,100	$964,600	COMMUNITY LEARNING CENTER	$913,555
$2,265,635	$2,316,005	YOUTH PROGRAMS	$2,579,585
$20,642,120	$22,078,610		$22,480,760

PURPOSE & OVERVIEW: In FY13, the Department of Human Service Programs (DHSP) will continue to provide staffing and leadership for major community collaborations, such as the Agenda for Children and the HUD Continuum of Care for services to the homeless. The Agenda for Children brings together residents, policy-makers and service providers in the areas of health, human services and education to improve children's literacy and the quality and availability of Out of School Time programs. During FY12, the Department provided staffing and leadership to the community collaboration that developed "Baby U," Cambridge's version of the Harlem Children's Zone Baby College. The Department is also collaborating with the School Department on planning for Middle School Out of School Time Programming as part of the Innovation Agenda. The Department has also provided support to the Mayor's Silver Ribbon Commission on Aging in the Community and to the Blue Ribbon Commission on Early Education and Care. In addition, the Department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. These initiatives support the City Council's goal related to human services and education.

All of the Department's work befits its original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City and with planning and technical assistance to local groups and services, provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, and Child Care and Family Support Services. Services purchased by the City for residents through not-for-profit agencies include: homeless services; mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among the divisions and with other City departments and human service providers to meet the needs of Cambridge's residents.

The Department continues to collaborate closely with the Cambridge Police Department's Juvenile and Family Services Unit to build strong supports for Cambridge youth. In support of the City Council's goal of fostering community, the Department 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 leisure time activities. The Department will continue its work with the community this year around Aging in Place. Most of the Department's programs and services directly address the Council's goals of strengthening human services, education and out of school time learning, fostering community for residents of all ages and supporting the racial, socioeconomic, cultural and religious diversity of the city.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Human Services Budget reflects the following increases: $75,000 to cover increased costs for inclusion programming; $164,000 to cover behavioral and mental health supports and other professional development for early education and care providers; $45,000 to cover the cost of the Mayor's Summer Youth Employment Program, based on FY12 participation; $10,000 to maintain the community space and enhanced community programming at the West Cambridge Youth and Community Center, funded from youth center revenue; $15,000 to run a four-week summer internship program in conjunction with the youth centers and City Sprouts; and a $6,065 reduction in CDBG funded operations and contracts.

The Community Schools Budget contains a $50,000 increase to reflect actual program costs and revenues, in addition to $38,500 to cover the increased program costs associated with the increase to the living wage. Also, a total of $112,150 has been added to fund a community schools program at the Amigos School. This includes a director position and associated program support.

GOALS:

- In collaboration with the School Department, the Cambridge Health Alliance, Cambridge Public Library, Cambridge Police Department, Cambridge Community Foundation and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: Children and their parents need to be able to read; and children and youth need access to supervised activities in nurturing and safe environments.
- Continue to expand inclusion efforts in Department Out of School Time Programs so that children with disabilities will be effectively supported and actively engaged in all programs.
- In partnership with the Chamber of Commerce and individual employers, continue to work with businesses, despite the challenging economic climate, to provide opportunities for businesses to connect with youth, such as hiring teens, acting as mentors and providing homework support.
- To improve public awareness and access to CambridgeSomervilleResourceguide.org, a community-based web site that describes the myriad area resources and programs, by making the website more user-friendly for providers and individual users.
- Promote opportunities for seniors to remain in their homes and neighborhoods by supporting Aging in

the Community, the Silver Ribbon Commission and other initiatives which provide services to seniors in their homes.

- Through a collaboration with the Cambridge Police Department, Senior Policy Group, Professional Ambulance and CHA, reduce fatal and non-fatal opioid drug overdoses.
- Continue to secure federal, state and local resources for the homeless Continuum of Care with the overarching goal of preventing and ending homelessness for as many individuals and families as possible.
- Through the Multi-Service Center, continue to help residents at risk of losing their housing to remain in their apartments or move to new housing, utilizing available local and federal funds.
- Expand opportunities for Cambridge residents of all ages to come together with their neighbors and across the city through continued support and staffing for community building events, such as Arts in the Park, Area Four Pride Day, Danehy Park Family Day and Fresh Pond Day.
- Continue weekly summer "Screen on the Green"/Family Concert Series at select parks and expand monthly neighborhood based family movie events at Youth Centers and Community Schools during the school year.
- In collaboration with the School Department, through its Innovation Agenda and other partners, enhance middle school after school programming to meet the developmental needs of 6th, 7th and 8th graders for stimulating enrichment, learning and recreational activities and for positive relations with peers and caring adults.
- Increase access and success of adult learners in postsecondary education by continuing to provide the Community Learning Center's Bridge to College Program, which includes academic instruction, study skills, college information and tours, financial aid assistance and advising.
- In collaboration involving the Community Learning Center, SCALE, Bunker Hill Community College and the Metro North One-Stop Career Centers, provide educational and career counseling for adults learning English and preparing for the GED in order to increase their career awareness and help them develop a plan for their next steps toward completing their basic education program.
- In collaboration with the Police Department's Juvenile and Family Service Unit and community providers, promote productive and safe activities for middle and high school youth across the city.
- The Youth and Recreation Divisions will work in collaboration to promote opportunities for physical fitness for youth through participation in the Paul Pierce Million Hour Challenge in conjunction with the Boston Foundation's CHAMPS Program (Coaches Helping Athletes through Mentoring and Positive Sports).
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Served 48,351 meals and snacks in 26 sites throughout the city during the 2011 Summer Food Service Program. Meals were served at five open sites in parks and at 21 enrolled summer program sites.
- Successfully implemented the 7th and 8th cycles of Cambridge Works, a transitional jobs program for disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development and job search assistance to help find unsubsidized employment after program completion.
- Continued to provide daily meals to elders at both the Citywide Senior Center and the North Cambridge Senior Center, providing important nutrition and building community with seniors from across the city. Also provided wellness programs, English for Speakers of Other Languages (ESOL), multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Provided parent support and fostered community through a network of parent/child playgroups, family fun days and dances, and family literacy events, and increased number of fathers participating in workshops, support groups and community building events by 69%.
- Fostered community by providing staff and programmatic support to numerous community celebrations, including Area IV Community Pride Day, Hoops 'N' Health, Community Gospel Celebration, Arts in the Park events and Danehy Park Family Day, among others.
- Worked with Cambridge Youth Sports Commission, providing forums for sports and fitness providers and coaches' training for 150 youth league coaches, CRLS athletes and Youth Center staff.
- Completed third cycle of core Baby U program and began implementing Baby U Alumni Association to support families to continue and enhance positive changes made by program graduates.
- In collaboration with the Cambridge Police Department, conducted door to door outreach campaigns in four housing developments, reaching over 1,000 households with information and resources for families.
- Continued workplace education programs providing onsite ESOL and transition to college classes for employees of the Cambridge Health Alliance, Spaulding Hospital Cambridge and Mount Auburn Hospital.
- In collaboration with Career Source, provided individual career assessments and counseling and presented a series of 27 career-focused workshops for adult English language and GED students.
- Served over 300 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training, supporting workforce development opportunities for residents.
- Served a record number of 946 youth in the Mayor's Summer Youth Employment Program, by collaborating with regional and state workforce development staff to take advantage of state funding for at-risk youth.
- Across all the Department's programs serving children and youth, progress was made in enhancing the

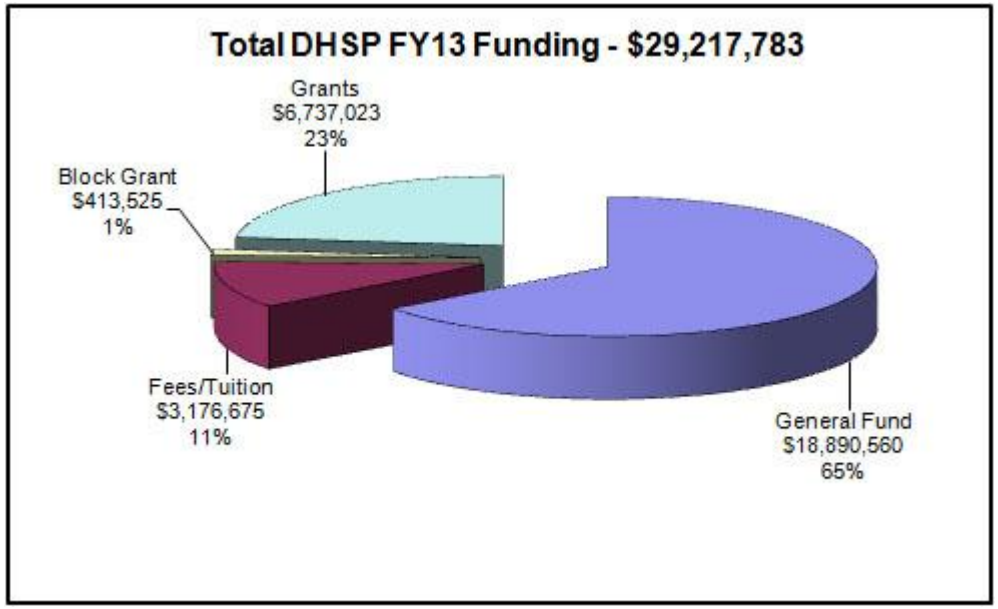
capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, communication to families and strengthened linkages with schools.

- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Cambridge was recognized for the 5th consecutive time by America's Promise Alliance as one of America's 100 Best Communities for Young People because of the city's outstanding commitment to and success in serving young people.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$18,624,295**
Real Estate Taxes	$18,624,295	
CHARGES FOR SERVICES		**$3,176,675**
Recreation Activity	$220,000	
League Fees	$15,000	
Golf Course Fees	$643,445	
Childcare Tuition	$1,195,230	
Special Needs Revenues	$8,000	
Community And Youth Activities	$50,000	
Senior Center - Central Sq	$35,000	
Community School Revenue	$780,000	
Extended Day Revenue	$130,000	
Field Permit/Non City Leagues	$100,000	
INTERGOVERNMENTAL REVENUE		**$679,790**
C.D.B.G.	$413,525	
State Cherry Sheet Revenue	$266,265	
TOTAL FY13 BUDGETED REVENUE		**$22,480,760**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$19,421,900**
OTHER ORDINARY MAINTENANCE	**$2,961,760**
TRAVEL & TRAINING	**$72,100**
EXTRAORDINARY EXPENDITURES	**$25,000**
TOTAL FY13 BUDGETED EXPENDITURES	**$22,480,760**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	136	**136**	**139**



GRANTS ACTIVITIES: Grants not appropriated during the budget process continue to provide major funding for services to families, homeless individuals, child care programs, adult basic education, older adults and low-income fuel assistance clients. Some services described below are provided directly by Department staff, others are provided through subcontracts with community agencies. The grant amounts below reflect currently available information about grants from both State and Federal agencies. FY13 budgets are based on FY12 awards and may change as those budgets are finalized.

LOW INCOME FUEL ASSISTANCE ($1,200,000). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 2,100 households in Cambridge and Somerville during the 2011-12 winter season, with financial assistance for heating bills and rental assistance if heat is included in the rent.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION ($120,000). Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can receive nutritious meals during school vacations. DHSP operated 26 meal sites in the summer of 2011, serving 48,351 meals and snacks.

CAMBRIDGE HOUSING AUTHORITY ($66,436). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

MASSACHUSETTS DPH/SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION ($123,000). These grants fund the Cambridge Prevention Coalition, which provides substance abuse prevention services to youth, parents and other groups within the city by planning and implementing community strategies to reduce underage access to alcohol and to reduce opioid drug overdoses. The figure also includes contributions from the Cambridge Health Alliance and Cambridge Licensee Advisory Board.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) ($2,830,240). This represents SHP grants administered through the City to fund 24 Cambridge programs assisting homeless persons, through a continuum of care, with housing and services.

MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/FAMILY SHELTER AND SERVICES PROGRAM/DEPARTMENT OF TRANSITIONAL ASSISTANCE ($409,700). Funding is for emergency shelter, case management, housing placement and stabilization services for homeless families through the Cambridge YWCA.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE ($247,356). Administered through the City and the Housing Authority, this grant provides housing subsidies for homeless individuals with disabilities. Several collaborating community agencies and the Multi-Service Center are contributing the housing search and supportive services required for local match.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SHELTER GRANT PROGRAM ($242,240). 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.

DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS ($88,980). 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.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD ($98,038). The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation, substance abuse services for seniors and to support operations at the Citywide Senior Center, including reception and weekend activities. Project Bread funds support the Senior Center food pantry.

COORDINATED FAMILY & COMMUNITY ENGAGEMENT, CENTER FOR FAMILIES ($65,002). This grant funds outreach, education and support to families with children prenatal to age eight as well as promoting professional development to providers.

CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE ($62,000). This Massachusetts Family Center grant funds support programs for families with children from birth to age six.

MASSACHUSETTS DEPARTMENT OF EARLY CARE AND EDUCATION/UNIVERSAL PRE-KINDERGARTEN PILOT CLASSROOM QUALITY ($22,687). The Childcare and Family Support Services Division has been awarded funds for preschool programs and quality enhancements for children from the age of 2 years 9 months until they are kindergarten eligible.

MASSACHUSETTS DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION/COMMONWEALTH CORPORATION ($871,214). The Community Learning Center receives state funds for Adult Basic Education, English for Speakers of Other Languages (ESOL), civic education, volunteer coordination, education for homeless adults and family literacy. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents. A collaboration with Bunker Hill Community College supports a transition to college class. DESE supports distance learning in ESOL. A grant administered by Commonwealth Corporation funds a collaboration for transition to college for adults.

FOUNDATIONS/FRIENDS OF THE CLC/FIRST LITERACY/CHA ($205,536). The Community Learning Center receives funds from several foundations and from the Cambridge Housing Authority for transitional classes for adults with a GED or high school diploma who are interested in attending college, for leadership training for students, for career awareness classes and counseling, and for additional ESOL classes.

MOUNT AUBURN HOSPITAL/COMMONWEALTH CORPORATION ($71,222). These funds are used for ESOL classes in the workplace for hospital employees.

EXECUTIVE OFFICE OF PUBLIC SAFETY/SHANNON COMMUNITY SAFETY INITIATIVE ($11,872). Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program.

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$737,060	$671,735	LEADERSHIP	$679,375
$966,095	$1,037,135	OPERATIONS	$924,640
$167,665	$168,595	IT	$172,475
$656,385	$697,255	EXTENDED DAY	$697,405
$282,630	$322,620	AGENDA FOR CHILDREN	$329,695
$369,845	$499,200	EARLY CHILDHOOD INITIATIVE	$569,835
$452,175	$543,510	INCLUSION INITIATIVE	$546,430
$152,990	$161,820	KIDS' COUNCIL	$173,565
$152,755	$160,865	COMMISSIONS FOR PERSONS WITH DISABILITIES	$165,335
$3,937,600	$4,262,735		$4,258,755

PURPOSE & OVERVIEW: The Administration division provides leadership, financial, personnel, IT and clerical support to the operating divisions of the Department as well as to the 25 satellite locations, 200 salaried and over 500 part-time and seasonal employees.

The division acts as the liaison with other City departments, including Purchasing, Auditing, Personnel, Payroll, Finance, Law and IT, as well as outside vendors and contractors. The division manages a budget of about $6.8 million in grant funding and $22.5 million in the general fund, which includes $3.2 million in tuition and fees. The division is responsible for budget preparation, accounts payable and receivable, expense and revenue tracking and reconciliation, as well as the recruitment and hiring of staff, payroll processing, employee orientation, employee benefit tracking and other related functions. Efforts continue to provide intensive supervisory training and to build more intentional opportunities for cross-program collaborations, both to better serve clients and to enhance opportunities for staff growth and development. The division also produces a semi-annual resource guide distributed to families across the city, which promotes Department and community human service programs.

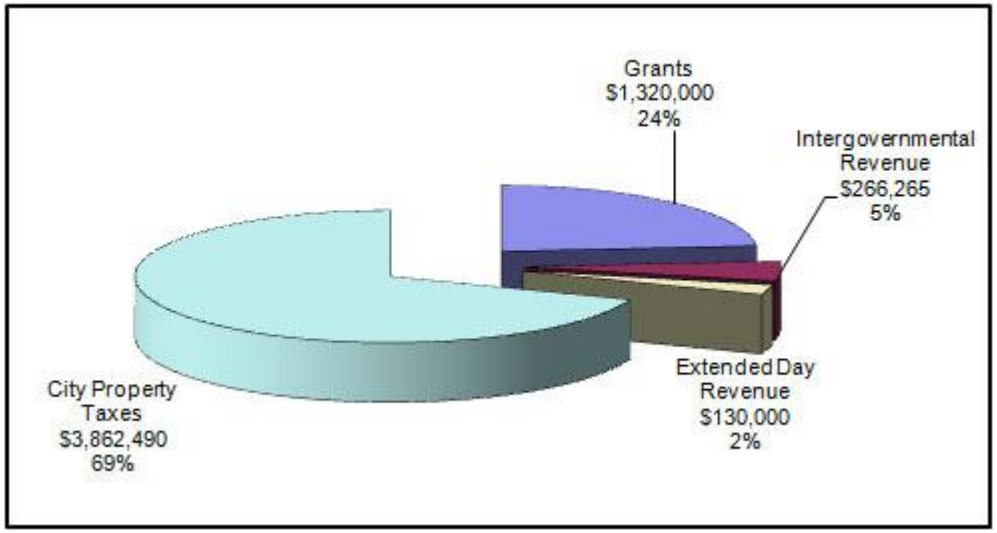
The division's IT staff acts as a liaison with the City's IT Department and responds to the Department's IT needs. The Division is also responsible for the administration of the Fuel Assistance Program, serving approximately 2,100 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 26 sites throughout Cambridge.

The division also oversees many collaborations and programs including, the Agenda for Children Literacy and Out of School Time Initiatives, a collaboration with the School Department, the Cambridge Health Alliance, the Library, the Police Department, the Kids' Council and the community. Other programmatic efforts include Baby U and other early childhood initiatives which are directed towards families with children birth to age five. Activities focus on promoting and developing children's early language and learning, as well as culturally appropriate outreach to low income, English Language Learners and other under-served families. The Agenda for Children's *Let's Talk* campaign is incorporated into all of the early childhood efforts with families and providers. In FY12, City and community agencies continued to collaborate in the delivery of "Baby U," an intensive program based on the Harlem Children's Zone Baby College. The program works with parents of young children to enhance their parenting skills and to connect them with a variety of other community services so that they can better promote their children's physical, emotional and educational development. In FY12, supported

largely by grant funding, Baby U began its alumni programming to continue home visits, workshops, support groups and other learning opportunities for families who complete the core program. As a result of the work of the Mayor's Blue Ribbon Commission on Early Education and Care, additional professional development supports and programming have been developed for family childcare providers. In addition, pre-schools and family child care providers are able to access behavior and mental health consultation support to better serve children in their care.

The Division also oversees the Department's Inclusion Initiative, which provides the supports necessary to accommodate the increased numbers of children with special needs enrolled in all of the Department's child and youth serving programs. With the support of the Department's Inclusion Specialist, training, modeling and coaching opportunities are provided for regular program staff, and additional staff are hired as necessary to support individual children and programs. Oversight is also provided for the Agenda for Children Out of School Time Initiative and its robust quality improvement programs. Over 25 programs throughout the city are supported in intensive classroom observation and coaching for developing and implementing quality improvement plans. The Division also supports the King Open Extended Day Program, a unique collaboration between the Department and the King Open School to provide linked school and out of school time programming that supports children's academic, social and emotional development.

FUNDING SOURCES/ADMINISTRATION



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

■ *GOAL 1:* *Parents and primary caregivers of children birth to age four will receive education and support from the Agenda for Children Literacy Initiative and other early childhood partners to support them as their children's first and most important teacher.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of parents/caregivers reached by core literacy initiative programming including maternity ward visits, home visits and workshops and literacy specific playgroups	1,325	1,400	1,400	1,400
2. Percentage of parents who say they know a lot about reading to children, following their home visit or workshop	85%	87%	87%	87%
3. Percentage of parents/caregivers reporting that they changed the way they talk to their child based on information they received from their home visit	95%	90%	85%	85%
4. Number of books and resource materials distributed to children, families and staff	6,902	7,500	7,400	7,500
5. Number of English Language Learner parent/caregivers of young children receiving ESOL or Adult Basic Education	42	45	50	46

- *GOAL 2:* *The Community Engagement Team will do outreach and education with underserved English Language Learners and minority communities to engage families, caregivers and children in beneficial learning opportunities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of providers and community members attending citywide networking events	114	150	155	150
2. Number of times hard-to-reach families informed about parenting and other early literacy events by outreach workers actually attend those events	200	400	290	350
3. Percentage of networking participants who report that their knowledge of diverse cultures and appropriate outreach methods increased	98%	93%	85%	90%

- *GOAL 3:* *Through Baby U program, engage parents of very young children in intensive program to 1) increase their confidence and parenting strategies, 2) connect children and families to beneficial community resources and 3) diminish parental isolation by developing peer support.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of families participating in Baby U core program	51	n/a	28	30
2. Percentage of families participating in at least 80% of Baby U activities	73%	75%	75%	70%
3. Number of families participating in Baby U Alumni Activities	12	n/a	54	85

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
4. Percentage of families reporting that they know different strategies and tools to use in parenting	95%	90%	90%	90%
5. Percentage of families reporting that they know how to find programs in the community to help their families	47%	60%	60%	70%

■ *GOAL 4: Through the Agenda for Children Out of School Time Initiative, continue to support service providers in strengthening operational infrastructure and increasing programming quality, furthering City Council's Education Goal.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Programs participating in Agenda for Children Out of School Time Initiative	40	40	45	45
2. Programs completing organizational self-study, engaging in intensive classroom observation and receiving quality coaching for ongoing improvement plans	24	25	25	28
3. Out of School Time staff participating in Communities of Practice	75	75	80	80
4. Working with School Department, city and community programs, develop plan for creating middle school service delivery system	10%	n/a	50%	100%

- *GOAL 5: Continue to provide high quality out of school time programming and continue to work with King Open School faculty to support children's development.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Percentage of families responding to surveys regarding program quality and improvements	57%	70%	65%	70%
2. Percentage of families reporting that staff know their child's personality, strengths, interests and needs	95%	95%	96%	96%
3. Percentage of families reporting that staff are always available to address their questions and concerns	97%	98%	98%	98%
4. Percentage of teachers that identify that children's participation in KOED has supported academic growth	100%	77%	95%	100%
5. Percentage of 4th-6th grade KOED students receiving Warning or Needs Improvement on MCAS for whom KOED staff facilitate additional academic supports	100%	100%	100%	100%

KIDS' COUNCIL

PURPOSE & OVERVIEW: Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids' Council) provides leadership and serves as a forum to engage the public in promoting a comprehensive local response to the needs of Cambridge's children and families. The Council, chaired by the Mayor, is comprised of parents, youth, community members, City officials and representatives from universities, business, philanthropic and community organizations. Major initiatives of the Kids' Council are: the Center for Families, the Agenda for Children, the Youth Involvement Subcommittee and the Inclusion in Out of School Time Programs. These initiatives directly support the City Council's goals to value diversity, foster community and strengthen and support Human Services, Public Education and Out of School Learning. In 2011, Cambridge was selected for the fifth time as one of America's Promise 100 Best Communities for Young People.

The Kids' Council's first major initiative, the Center for Families, was launched in 1994 to provide support to families with children birth to age 5. The initiative's pilot project, Center for Families of North Cambridge, became one of the first 12 family support programs in the country to receive accreditation as an exemplary program from Family Support America. The initiative continues to branch out to many parts of the city to expand

family support services.

Drawing upon extensive community input through the Agenda for Children, the Kids' Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read; and 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing and healthful Out of School Time activities, in order to ensure optimal academic performance and overall healthy development. The Agenda for Children's Literacy and Out of School Time Initiatives continue to work with City agencies, community providers and families to promote these two goals. The Agenda for Children is a major partner in the City's Baby U program and in the Innovation Agenda's planning around middle school out of school time.

The Youth Involvement Initiative began in 2001 with the goal of increasing the civic engagement of young people. Since that time, the Youth Involvement Initiative has produced projects on a variety of topics and issues all led, planned and conducted by youth. Topics have ranged from mapping drug use in Cambridge to advocating for legislative change on City and state levels. The efforts of this Initiative in 2004 resulted in the creation of three youth voting members on the Kids' Council, and in 2006 the filing of a state bill to give 17 year olds the right to vote in local elections. In recent years, the subcommittee has focused on issues relating to race, equity, cultural awareness and the achievement gap, and on building partnerships with youth groups across the state, such as the Student Advisory Council of the Boston Public Schools, to achieve mutual goals. The initiative annually sends a Youth Delegation to the National League of Cities Conference to represent our city and to support youth participation and networking on a national level. The initiative was featured in the 2010 National League of Cities publication, "Authentic Youth Civic Engagement: A Guide for Municipal Leaders," as a model for cities to engage youth in municipal government. Plans are under way to build on the initiative's projects and to find other ways to engage youth in identifying their issues and crafting solutions to address them.

In February 2005, the City Council and School Committee unanimously adopted the Kids' Council's Cambridge Policy Plan for Inclusion of Individuals with Disabilities in Out of School Time Programs. Implementation of and raising public awareness about the policy will continue to support full inclusion in Out of School Time Programs.

In September 2008, members of the Kids' Council, along with staff, visited the Harlem Children's Zone to gain insight into: 1) the Harlem Children's Zone's practices and programs as a comprehensive model to address the needs of children from birth through transition to adulthood; and 2) to assess the model's application to Cambridge. The outcome of this visit was the City, in 2010, launching its version of Baby College, Baby U. Cambridge's Baby U works with parents of young children to enhance their parenting skills and to connect them with a variety of community services so they can better support their children's physical, emotional and educational development.

In the coming year, the Kids' Council will be evaluating its Strategic Plan and developing goals for its work over the next two years. The Council will draw on the expertise of its members, its new Executive Director, its University Partnership with the Kennedy School of Government, and the experience and expertise of the diverse

groups currently working on issues related to children and youth in Cambridge.

- *GOAL 1:* *Evaluate and enhance capacity for Kids' Council to develop, propose and advocate for policies supporting the needs of children and youth and to foster effective collaborations working on those policies.*

- *GOAL 2:* *Establish university partnerships to support Kids' Council's work.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of university partnerships established	1	1	1	2

- *GOAL 3:* *Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	15	16	16	16
2. Number of youth members to attend and participate in national conference	8	10	10	10
3. Implement annual plan for citywide youth event	100%	100%	100%	100%
4. Number of youth to participate in activities to increase connections between the Youth Involvement Subcommittee and Cambridge high school community	200	150	150	150

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW:

The Commission's overall goal is to make Cambridge a more welcoming and accessible place for all people with disabilities. In the U.S., there are currently 56 million people with disabilities - nearly one fifth of the population. Among the challenges faced by people with physical, mental and sensory disabilities, none is more daunting than changing the negative attitudes of others. The Commission confronts these negative attitudes by: 1) raising awareness about barriers that people with disabilities face on a daily basis in their efforts to become fully participating members of society, and 2) offering practical advice on how to eradicate these barriers. The Commission also collaborates with all other City departments to promote the full integration of people with disabilities into all aspects of Cambridge community life, consistent with the City Council's goal of promoting diversity. In FY12, the Commission worked closely with the Department of Public Works in the continued implementation of the Five Year Plan to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. Additionally, the Commission consults with the Community Development Department on design and implementation issues for façade improvements and open space, and works with the Department of Human Service Programs to promote inclusion of children with disabilities in Out of School Time Programs.

The Commission provides information to individuals with disabilities, their families and social service agencies about a wide range of access and disability topics. In addition, the Commission seeks to educate Cambridge's private sector about its obligations under Americans with Disabilities Act (ADA) and related local, state and federal laws, and provides technical assistance and disability awareness training throughout the city, free of charge, to businesses, non-profit agencies, schools and faith communities. The Commission also continues to administer a number of programs for Cambridge residents with disabilities, which include: issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons and processing applications for accommodations for residents with disabilities unable to comply with the City's trash and recycling ordinances.

FY13 GOALS

- *GOAL 1:* *Continue implementation of the City's ADA Compliance Plan and provide training and assistance to public entities in Cambridge, such as the Cambridge Health Alliance and the Housing Authority.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Trainings and technical assistance sessions provided to City employees, departments and other public entities	204	125	140	145

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge, consistent with the City Council's goal to improve access to services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Site visits and access surveys of Cambridge businesses completed	75	65	60	65
2. Cambridge agencies and businesses which removed barriers to access	18	16	17	19
3. Trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	12	12
4. Taxi coupon users served	55	68	50	55
5. Temporary disability permits issued	21	10	19	21
6. Trash and recycling exemptions issued	126	140	129	132

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Disability awareness trainings delivered to various City departments and staff	75	69	77	79
2. Responses to individual service, information and referral requests	1,730	1,500	1,450	1,475
3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	175	145	150	155
4. Community newsletters on disability resources, news and information	6	6	6	6

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,444,610	$2,598,910	OFFICE OF WORKFORCE DEV.	$2,601,150
$2,444,610	$2,598,910		$2,601,150

PURPOSE & OVERVIEW:

The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, schools and post-secondary institutions. Through direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.

Consistent with the City Council goal on education, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment, reaches out to employers on behalf of residents and makes referrals to education and training programs. Cambridge Works, a transitional jobs program for disengaged adults, provides a temporary job with the city for a small number of residents each year. The program offers intensive case management, soft skills development and job search assistance to help participants secure a non-subsidized job upon program completion. In FY12, in addition to City work sites, two private sector employers participated as temporary job sites.

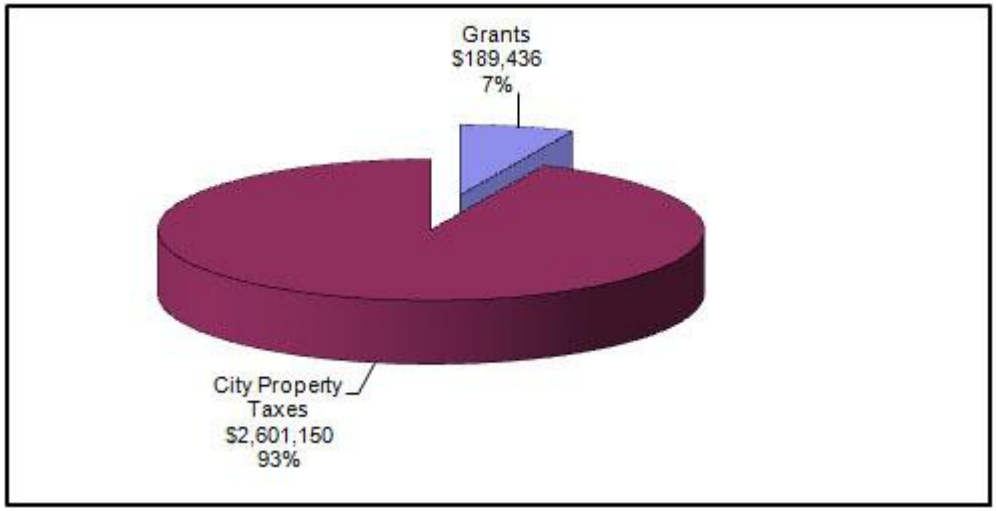
The Mayor's Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the city and offers workshops to increase participants' skills and career/college readiness. The school year components of MSYEP, the Fall Youth Employment Program and the Neighborhood Service Project, provide younger teens with fall work opportunities and a spring community service learning program. For older teens, OWD operates an internship with Harvard University and its clerical union, and offers ongoing cycles of an intensive, six-week job-readiness program.

The Office oversees the Cambridge Prevention Coalition, which provides substance abuse prevention services in collaboration with other City agencies. The Coalition has developed and implemented 21 Proof, an award-winning program to decrease youth access to alcohol through trainings for alcohol servers and sellers. The Coalition employs other community strategies to address prescription drug abuse and opioid drug overdoses as well as alcohol access.

OWD also manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. These include the Youth Employment Center at the high school; the Cambridge Reaching All Youth Committee (for youth program providers); and the Business Advisory Committee (for local employers). The Office coordinates the Summer Jobs Campaign to recruit private sector jobs for older teens, working collaboratively with Just-A-Start's TeenWork program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce. OWD staff meet with every resident selected for a temporary nine-week position, conducting a brief employment assessment to inform and encourage.

residents to take advantage of employment services and other programs. OWD creates and distributes, *Cambridge Works and Learns*, an annual directory of employment and education opportunities for residents. The Office works closely with the Chamber of Commerce and City Economic Development staff to help residents maximize the benefits of existing economic development activities and participates in regional planning through its work with the Metro North Regional Employment Board.

FUNDING SOURCES/WORKFORCE DEVELOPMENT:



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of residents served through CEP	338	345	320	338
2. Number of CEP referrals to education and training	29	22	22	25

■ *GOAL 1:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Number of CEP job placements	114	118	102	115
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	36	35	32	35

■ *GOAL 2:* *Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of local youth and adult program staff participating in service coordination efforts and professional development	39	37	44	50

■ *GOAL 3:* *Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of students enrolled in school to career activities including internships	44	40	43	42
2. Number of student enrollments in work-readiness and career awareness workshops	130	140	135	135
3. Number of youth visits to the Youth Employment Center	115	400	348	350

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
4. Number of private sector summer and school year jobs	79	80	78	80
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	57	57	55	57

■ *GOAL 4: Enhance experience of Mayor's Summer Youth Employment Program (MSYEP) participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	904	900	946	950
2. Number of supervisors/mentors trained in working with young employees	138	135	135	135
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	381	380	388	385
4. Number of youth served in school year employment and service learning activities	54	55	60	60
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	93%	95%	90%	93%
6. Percent of supervisors who were very satisfied with their youth worker(s)	94%	95%	85%	94%

■ *GOAL 5:* *Develop and implement a Transitional Jobs Program for disengaged adults and implement an assessment process for every resident applying for a nine-week position with the City.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of residents enrolled in Cambridge Works	20	29	21	29
2. Percentage of participants each cycle who complete the program	88%	90%	88%	90%
3. Number of participants completing the program who are placed in jobs or full-time training	18	13	13	17
4. Number of nine week applicants completing formal assessment process	143	112	140	143

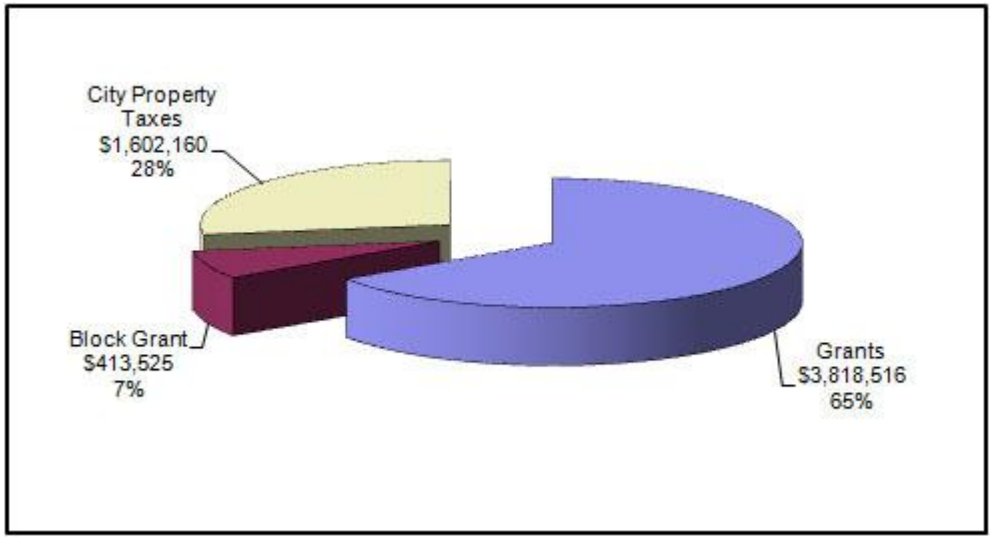
ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$137,375	$144,355	LEADERSHIP	$147,240
$959,435	$895,935	CONTRACTS	$921,880
$757,270	$858,205	HUNGER AND HOMELESS SVCS	$872,075
$70,955	$72,395	HAITIAN SERVICES	$74,490
$1,925,035	$1,970,890		$2,015,685

PURPOSE & OVERVIEW: The Planning and Development division, with guidance from the Human Services Commission, works to expand and improve the level of services for homeless and low income families and individuals in Cambridge. The division secures and maintains funding for local service providers and monitors these providers to ensure the highest level of service for the community.

The division coordinates the Cambridge Continuum of Care, an integrated network of homeless service providers and other stakeholders, that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. Staff coordinate the processes for agency proposals for both entitlement and competitive HUD grants including the Community Development Block Grant, the Emergency Solutions Grant and the Supportive Housing and Shelter Plus Care Grants. The Planning and Development division serves as the lead agency for the Cambridge Homeless Management Information System, a HUD required central database used to collect, track and report uniform information on homeless client needs and services. The division also develops, maintains and promotes www.CambridgeSomervilleResourceGuide.org, the Human Services Departments' online Information and Referral Database.

Through the Multi-Service Center, the Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by agencies such as Heading Home, Eliot Community Human Services, LIFT, North Charles, Shelter Legal Services, CEOC household budgeting workshops, Representative Payee/Budget Counseling Services provided by CASCAP and CAPIC, Community Legal Services and Counseling Center and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have relocated from Haiti. The Multi-Service Center will be moving to the former Police Headquarters later this fiscal year, where its colocation with the Cambridge Housing Authority and the Community Learning Center will facilitate services for clients.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1: Continue to provide services to Multi-Service Center homeless individuals and those at risk of homelessness, supporting the City Council's housing support goal.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of individual clients engaging in intake process for services	1,350	n/a	1,400	1,400
2. Number of clients placed in temporary housing	216	350	250	250
3. Number of clients placed in permanent housing	107	120	65	65
4. Number of clients maintained in current housing	441	500	600	550

- *GOAL 2:* *Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness, consistent with the City Council's housing support goal.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of family intakes	650	600	600	600
2. Number of families placed in housing	40	120	20	20
3. Number of families maintained in current housing	526	800	550	500

- *GOAL 3:* *Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Homelessness monies, and City tax dollars to support the continued socio-economic diversity of the City, consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of clients served in youth and family services programs	970	900	880	900
2. Number of clients served through domestic violence and abuse prevention programs	88	70	68	65
3. Number of clients served through linguistic minority programs	646	540	540	500
4. Number of clients served through homelessness prevention and service programs	6,366	5,750	5,900	6,100
5. Number of clients served through elderly and disabled service programs	490	400	490	493
6. Number of program sites in food pantry network or receiving food deliveries through Food for Free	68	n/a	67	67

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$136,380	$146,685	LEADERSHIP	$151,770
$2,074,755	$2,386,350	COMM. SCHOOLS PROGRAMS	$2,351,515
$257,345	$291,695	SUPPORT SERVICES	$312,145
$2,468,480	$2,824,730		$2,815,430

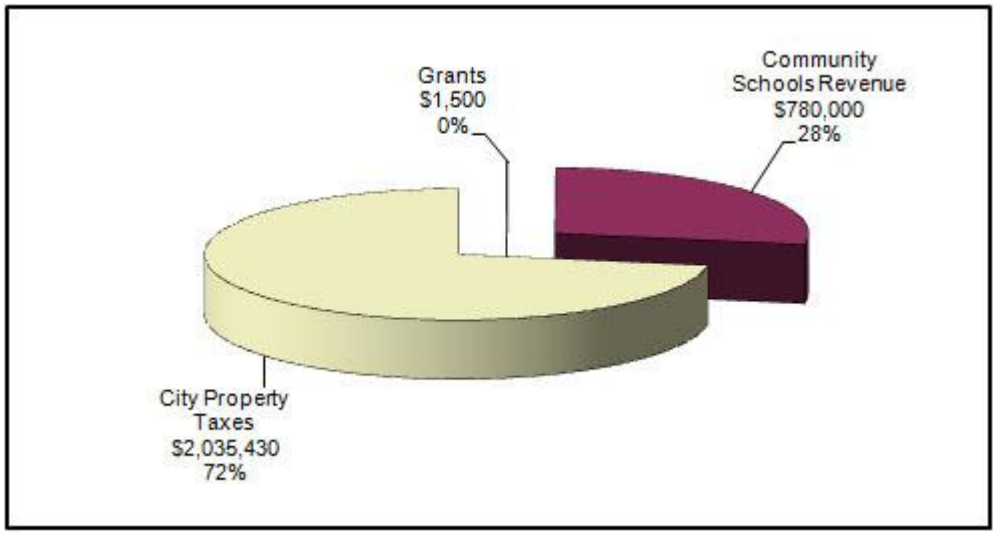
PURPOSE & OVERVIEW: Community Schools provide a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, Directors work with their Neighborhood Councils to assess community needs and design quality, cost effective Out of School Time Programs. Present offerings include after school enrichment classes, two extended day partnerships with the Schools and full-day summer and vacation camps, including two preschool camps. Community School programs are involved in multiple collaborations with the Schools, other DHSP programs, local universities and many community organizations. The programs have enhanced their focus on science education through a Girls' Science February Vacation Camp in partnership with Science Club for Girls, a collaboration with Discovery Museums of Acton, funded by Novartis, and a focus on ocean and marine science with the New England Aquarium. Several sites are working with Greenfox Schools on programs in renewable energy, organic gardening, food waste and green space. Arts education remains a focus through visual and performing arts classes and a partnership with the Boston Museum of Fine Arts. Children's work is celebrated at the annual Children's Art Gallery and performance at City Hall. Tuition assistance is provided in all aspects of the programs. During FY12, $90,000 was awarded in scholarships to 268 children. Additional families received financial support through childcare vouchers.

Community School Directors meet regularly to share best practices and partner to plan senior cultural and social outings which introduce residents from across the city to one another. With support from a Healthy Aging and Vibrant Lifestyles grant, seniors participated in cultural events and the development of an intergenerational cooking video.

Working together, Community School Directors and Managers focus on best practices and professional development with an emphasis on inclusion, quality and developmentally appropriate curriculum design, effective lesson planning and presentation, child development and safety. Several programs are also participating in the Agenda for Children Quality Initiative to identify program strengths and implement improvement goals. All programs survey parents to solicit feedback on parent/child satisfaction which includes recommendations for quality improvement, course offerings, staff and parent/child relationships, communication and program sustainability. Information from the surveys is used by the programs to improve service and to build new programs to better respond to resident needs and interests.

Consistent with the City Council's goals, the Community Schools also provide programs that foster community and support neighborhood vitality. The Longfellow Community School's recent publication "From the Heart of Cambridge" exemplifies the community building activities. Community Schools are also working to support families in their transition to the middle school campuses by hosting cluster group events for families and middle school children. Summer Arts in the Park, Camp Information Night, social events for families and senior citizens, and children's performances in music, dance and theater also bring together residents of all ages and have themes representing the racial and ethnic diversity of the city.

FUNDING SOURCES/COMMUNITY SCHOOLS:



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1:* *Continue to provide Out of School Time programs such as enrichment classes, summer and vacation camps; provide programs for adults, families and seniors and continue to support Neighborhood Councils' collaboration with other neighborhood coalitions to address community needs.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Children's classes citywide during the school year	1,742	1,655	1,675	1,675
2. Adult, family and senior classes citywide during the school year	208	220	220	225
3. Summer camps for children	10	10	10	9
4. Children served in summer camps	850	825	878	875
5. School vacation camps	14	8	10	10
6. Youth enrolled in Counselor In Training (CIT) programs	233	200	200	200
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	69	70	70	72
8. Percentage of families responding to surveys regarding program quality and improvements	30%	35%	35%	35%
9. Percentage of families reporting satisfaction with program quality	98%	96%	96%	97%

- *GOAL 2:* *Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Arts in the Park events	133	125	125	125
2. Number of community building events	47	45	45	46
3. Number of family events	80	67	75	75

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$124,140	$133,650	LEADERSHIP	$138,300
$75,480	$75,665	SUMMER	$78,080
$96,110	$102,335	GOLD STAR	$99,520
$390,295	$395,150	WAR MEMORIAL	$381,115
$168,530	$215,245	SPECIAL NEEDS	$274,135
$7,355	$44,635	LEAGUES	$45,580
$437,695	$454,120	DANEHY PARK	$472,590
$338,860	$347,230	SUPPORT SERVICES	$362,985
$1,638,465	$1,768,030		$1,852,305

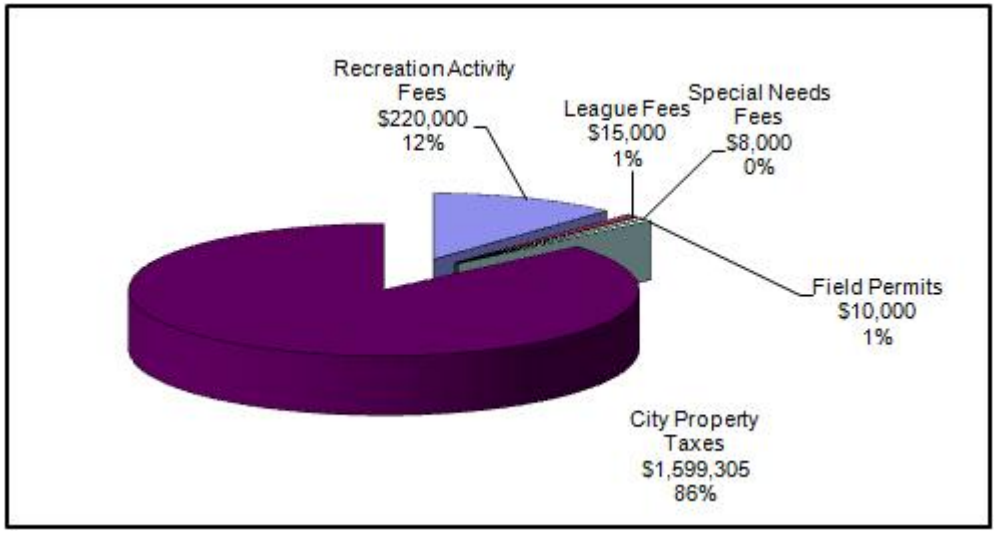
PURPOSE & OVERVIEW:

The mission of the Recreation division is to provide quality, affordable and accessible recreational opportunities for residents of all ages in well-designed and maintained recreational facilities. The division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55-acre former landfill, the main site of youth and adult athletic leagues and citywide special events. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. Staff is engaged in the Fresh Pond Master Plan Advisory Committee, the Open Space Committee, the Cambridge Youth Sports Commission and the Food and Fitness Policy Council.

The division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls' Softball, Little Baseball League, Babe Ruth Baseball, Youth Basketball, Youth Hockey, Shoot Straight Basketball and Pop Warner Football, and staffs the Youth Sports Commission to enhance coordination and access to sports for all youth. This year, the Commission provided coaches' workshops for youth league coaches and other youth staff. The Recreation division manages the City of Cambridge Road Race, CityRun and CityWalk, which annually attracts 1,200 participants and approximately $16,000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine. The division also provides athletic opportunities to many summer camps through coordination of the neighborhood based Youth Games held in different areas of the city each summer.

The division coordinates multi-faceted recreational and fitness programs and activities at the Cambridge War Memorial Recreation Center. The division also runs the Gold Star Mothers' Pool and summer children's activities at neighborhood parks and playgrounds, including family evening "Screen on the Green" events in the parks, with family-themed movies on a 17 by 25 foot inflatable screen. Other programs include clinics in baseball, basketball, golf, football, soccer and tennis, adult leagues in softball and basketball, and an extensive summer program for children with special needs. The division also coordinates a free winter learn to skate program for Cambridge elementary school children, every Thursday for 16 weeks, at the Simoni Skating Rink. The Recreation and Youth Divisions collaborate on running summer junior, middle school and high school basketball leagues as well as a winter middle school traveling basketball program.

FUNDING SOURCES/RECREATION:



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of youth recreation classes	46	74	46	46
2. Number of adult recreation classes	26	46	26	26
3. Number of youth swimming classes	77	80	77	77
4. Number of adult swimming classes	46	40	45	45
5. Number of elementary school students participating in Learn to Skate program	300	n/a	480	480

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of children age five and up in summer camps	24	25	27	28
2. Number of children and adults in unified integrated Saturday programs	63	66	65	65
3. Number of participants in Special Olympics	63	66	65	65
4. Percentage of families responding to surveys regarding program quality and improvements	55%	75%	75%	75%
5. Percentage of families reporting satisfaction with program quality	100%	100%	100%	100%
6. Number of teens and adults in evening programs	26	28	25	25

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and support and training for coaches.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	10	8	10	10
2. Number of youth league board members, coaches, youth center staff and CRLS coaches and athletes attending trainings sponsored by Recreation staff	75	n/a	151	200

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Number of elementary, middle and high school youth participating in summer youth basketball leagues in the parks	n/a	220	220	220
4. Number of youth participating in elementary school basketball clinics and middle school travel basketball programs	120	n/a	141	140

■ *GOAL 4:* *In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events.*

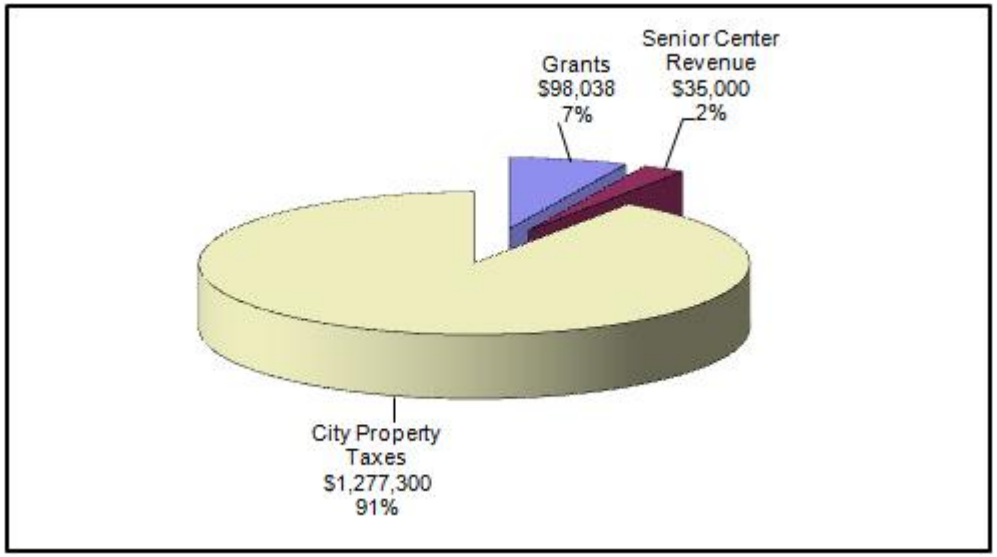
PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of family/community movie events	22	30	25	30

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$108,585	$117,840	LEADERSHIP	$122,790
$362,190	$415,410	SUPPORT SERVICES	$431,360
$117,535	$121,565	N. CAMBRIDGE SENIOR CENTER	$122,385
$251,365	$249,185	SENIOR CENTER MEALS	$253,985
$32,585	$32,665	SENIOR CENTER ACTIVIITIES	$42,810
$328,900	$349,220	CITYWIDE SENIOR CENTER	$338,970
$1,201,160	$1,285,885		$1,312,300

PURPOSE & OVERVIEW: The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. The Division provides information, referral and case management services to seniors, and coordinates services that may include homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services. Due to the increasingly complex challenges of prescription drug benefits coverage, the COA plays a major role in sponsoring informational sessions and enrolling seniors in Medicare Part D plans. The Division reaches out to seniors through promotion of services and wide distribution of its monthly newsletter throughout the City. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations in the City, Monday through Friday. Consistent with the City Council's goal concerning valuing and supporting racial, socioeconomic, cultural and religious diversity, the Council on Aging has been facilitating a city/community effort to explore models of Aging in Place for Cambridge.

At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Senior Food Pantry is the only pantry in the area specifically serving seniors. Income-eligible participants visit weekly and take home fresh fruits and vegetables, meats and canned goods. Breakfast and lunch are served six days per week along with dinner on Monday evenings. Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's groups, computer classes, as well as many other educational and recreational offerings. Programs and services are offered that promote wellness and healthy aging, including yoga, Tai-Chi, Qi Gong, chair exercise and meditation. Groups of seniors from diverse ethnic backgrounds meet regularly at the Citywide Senior Center, including Asian, Haitian, Russian and African American seniors. The programs support the City Council's goals of building community and supporting the racial, socioeconomic and cultural diversity of the City. Saturday offerings include meals, classes and drop-in socialization. To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a citywide advisory committee meets regularly with Center staff to provide input.

FUNDING SOURCES/COUNCIL ON AGING



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1:* *Continue to provide a comprehensive array of social and support services to Cambridge residents age 60 and over, including information, referral to support services, case management, benefits counseling, substance abuse services and coordination of home-based services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of information and referral services provided	3,873	3,800	3,800	3,875
2. Number of clients provided case management services	137	135	135	135

- *GOAL 1:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
3. Number of seniors receiving home-based services	119	105	105	115
4. Number of seniors receiving assistance on health benefits, Medicare and MassHealth from Social Services staff	330	285	285	290

- *GOAL 2:* *Continue to operate Social Meals program and expand Food Pantry outreach to assure Seniors adequate nutrition and a year-round breakfast and lunch program.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	850	860	860	870
2. Number of Food Pantry visits by financially eligible seniors	9,940	10,420	10,100	10,200
3. Number of meals served at 806 and 2050 Mass. Avenue sites	25,925	27,500	25,500	25,500
4. Number of seniors receiving home delivered food pantry services	50	60	60	60

- *GOAL 3:* *Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of seniors linked to transportation services to the Center	317	315	330	330
2. Number of seniors served by subsidized weekly food shopping trips	217	215	215	215
3. Number of seniors served by subsidized medical transportation	315	320	335	335
4. Number of seniors using taxi coupons	461	500	490	500

■ *GOAL 4:* *Enhance program offerings to seniors especially in the areas of computer skills, well-being and fitness, as well as interview seniors to assess program satisfaction and improve services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of different seniors attending computer classes	128	135	135	140
2. Number of hours of health/fitness/ wellness classes offered each month	90	86	94	94
3. Number of special events promoting health/fitness/wellness	30	32	32	32
4. Number of seniors interviewed in user satisfaction survey	85	85	85	100

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$125,625	$144,445	LEADERSHIP	$149,865
$742,915	$756,915	AFTERSCHOOL	$704,680
$1,789,860	$1,856,925	PRE-SCHOOL	$1,922,555
$594,405	$605,360	SUPPORT SERVICES	$585,565
$49,450	$123,215	CENTER FOR FAMILIES	$125,885
$3,302,255	$3,486,860		$3,488,550

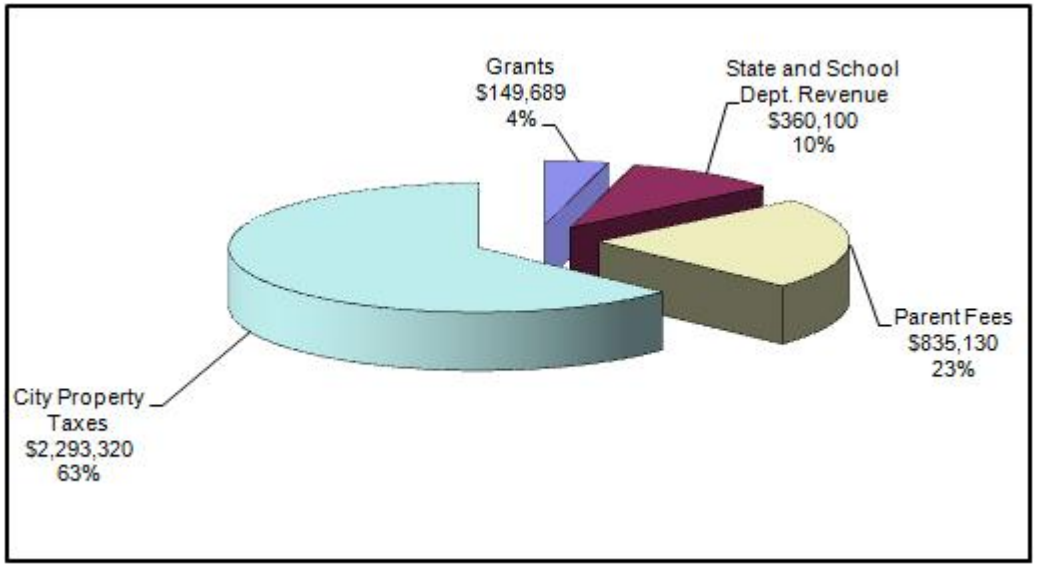
PURPOSE & OVERVIEW: The Childcare and Family Support Services Division offers residents a wide range of services that further the City Council's education, fostering community and valuing and supporting racial, socioeconomic and cultural diversity goals. Together, these programs serve 285 children in licensed programs and more than 700 families in family support services.

Preschool Programs: Preschool Programs are strategically located in elementary schools throughout the City: Kennedy-Longfellow (East Cambridge), M. L. King Jr. (at the Longfellow), King Open, Peabody and Morse. Programs in these schools offer families full-day (10 hours), year-long programs that are open, on a reduced schedule, even on snow days. The Preschool Program located at the Haggerty School offers families a half-day, ten-month program with two, three or five-day enrollment options. Most of the Preschool programs have already been successfully re-accredited under the new and more stringent standards of the National Association for the Education of Young Children, the nation's leading organization of early childhood professionals. Preschools offer developmentally appropriate practices focused on seven domains: personal and social development, language and literacy skills, mathematical thinking, scientific thinking, social studies, the arts and physical development. Children are currently assessed in these areas three times a year using the Work Sampling Assessment system. Information and samples of work are shared with parents at parent-teacher conferences. The results of the work sampling assessment are used by teachers in developing curriculum for the classrooms. Teachers also develop long-term projects in each classroom based on children's interests and experiences.

Afterschool Programs: Afterschool Programs are also strategically located in elementary schools throughout the City at Fletcher-Maynard, M. L. King, Jr. (at the Longfellow), Morse and Peabody Schools. Programs offer families with children in Kindergarten to Grade 5 a variety of school-year programming: three to four hours of afterschool programming two, three or five-days a week; full-day school vacation and snow day care. Afterschool Programs offer developmentally appropriate project-based learning curriculum designed to improve children's personal and social development, language and literacy skills, and mathematical and scientific thinking. All staff are trained on basic inclusionary practices. This training is complemented by the Department's Inclusion Specialist and specialized consultants who provide on-site coaching on best practices. The combination of workshops and coaching support enables the Department to modify its afterschool programming to better meet the needs of all children.

Center for Families: The Center for Families began in 1994as an initiative of the Kids' Council and became part of this division in 1999. The Center provides families who have children birth to age 6 with strengths-based parent education and support; activities that promote both parent-child bonding and learning; information and referrals to beneficial services; and networking opportunities for families. While the Center's main office is sited in the Community Wing of the Peabody School, programming is provided city-wide in various housing developments, Youth Centers and neighborhood-based agencies. Part-time outreach workers promote the Center's services to English Language Learners and low-income families. The Director's salary is supported equally by funds from the Cambridge Health Alliance, Cambridge Public Schools and the Department of Human Service Programs. Operating costs are supported by grants (Massachusetts Department of Early Care and Education and Children's Trust Fund Family Center) as well as by the Department. The Center for Families is a major partner in the City's Baby U parenting program.

FUNDING SOURCES/CHILDCARE:



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1:* *Continue to offer high quality licensed and accredited pre-school education to a diverse population.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of pre-school slots	117	117	117	117
2. Percentage of teachers remaining for more than two years	75%	73%	71%	75%
3. Number of classrooms achieving and maintaining accreditation under new rigorous NAEYC standards	5	7	5	5
4. Number of times each child is assessed on social-emotional, literacy, math, science and physical development using the Work Sampling System	3	3	3	3
5. Percentage of children receiving subsidies or scholarship	52%	44%	40%	41%
6. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment	13	13	10	11

- *GOAL 2:* *Provide Pre-School parents with parenting education and support in order to assist them in raising children who thrive and succeed.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of parents participating in classrooms to lead activities, support children or celebrate their cultural heritage	16	n/a	35	90

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
2. Number of classrooms providing training and resources to parents and teachers on home/school reading partnerships to promote children's early literacy development	7	n/a	7	7
3. Number of children referred for special education screening	13	11	9	10
4. Number of classrooms engaged with behavior support specialists to foster an environment that supports all children's healthy development	2	5	4	7
5. Number of classrooms with a parent advisory council that develops mutual program goals and promotes program improvements and parent leadership opportunities	1	n/a	7	7

■ *GOAL 3: Continue to offer high quality licensed afterschool programming to a diverse population.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of afterschool slots	170	170	170	170
2. Percentage of teachers remaining for more than two years	71%	62%	71%	71%
3. Percentage of children receiving some subsidy or scholarship	60%	57%	65%	63%
4. Percentage of families responding to surveys regarding program quality and improvements	98%	90%	89%	91%
5. Percentage of families reporting afterschool program provides activities that support their child's learning in school	89%	88%	89%	90%

■ *GOAL 3:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
6. Percentage of families reporting that their child is learning how to get along with others while in the afterschool program	96%	97%	98%	98%
7. Number of classrooms engaged in sustained thematic project based learning linked to CPS learning strands	7	n/a	7	7

■ *GOAL 4:* *Continue to support connections between school-day and afterschool staff so that children are better known and supported by both groups of teachers.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement	20	24	24	21
2. Number of children for whom a connection is made between school-day and afterschool teaching staff	98	92	93	92

- *GOAL 5: Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of parents participating in parent education workshops	104	n/a	117	126
2. Number of opportunities each month for parents and their children to participate in early learning activities across the city	60	n/a	68	70
3. Number of opportunities for parents to participate in supports groups and events that connect parents and combat parental isolation	97	n/a	100	113
4. Number of fathers participating in workshops, learning activities, support groups and events	45	n/a	95	100
5. Number of families participating in Center for Families programming	730	750	750	775

- *GOAL 6: Enhance families' ability to access programming, especially for those families most in need of support.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of hours of on-site childcare provided for parent groups and classes	119	150	100	100
2. Number of hours of family support programming made accessible to English Language Learners through translation or multilingual staff	113	145	100	125
3. Number of languages in which services are available	7	6	6	7
4. Number of hours of outreach programming held in housing complexes or other community locations	109	165	115	110

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$240,835	$255,920	OPERATIONS	$294,235
$329,945	$344,045	MAINTENANCE	$349,210
$570,780	$599,965		$643,445

PURPOSE & OVERVIEW: The Thomas P. O'Neill, Jr. Fresh Pond Municipal Golf Course is in operation from early April to early December and is fully supported by daily fees, membership dues and league fees. The membership program at the Golf Course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. In addition, the Golf Course management staff has instituted a very successful free, weekly junior golf lesson program. The Golf Course hosts youth in the summer from Cambridge summer camps, giving more young people the opportunity to develop new skills and have fun. The Golf Course has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. The Golf Course has implemented the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which has resulted in significant drainage improvements and establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY13 GOALS:

- *GOAL 1: Continue to provide reasonable and affordable access to the Golf Course through different membership and non-membership options.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Total number of rounds annually	40,943	40,500	40,541	41, 000

- *GOAL 2: Continue to provide access for youth at the Golf Course.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of youth members	35	40	27	40
2. Number of youth participating in free weekly clinics	45	48	35	48

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$103,960	$119,815	LEADERSHIP	$124,320
$784,140	$844,785	OPERATIONS	$789,235
$888,100	$964,600		$913,555

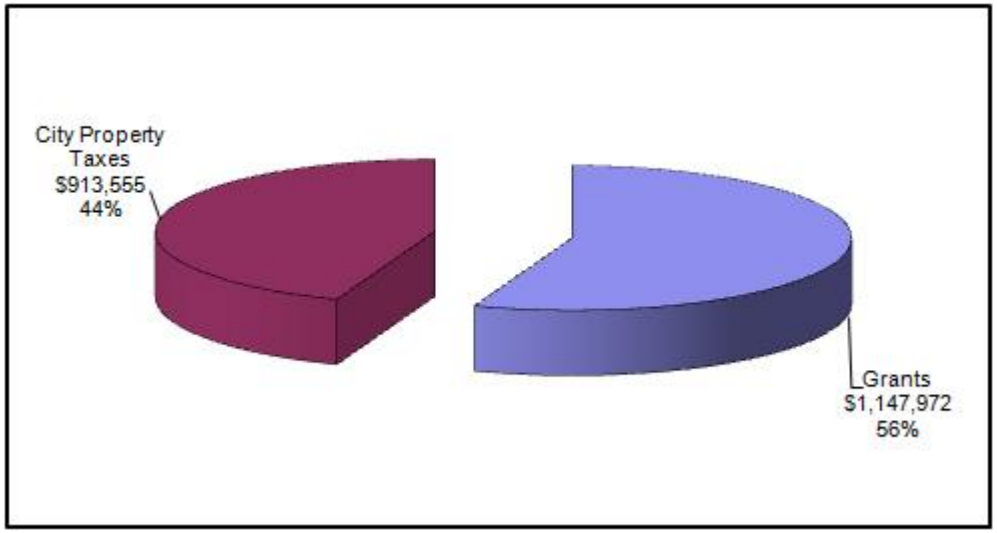
PURPOSE & OVERVIEW: The Community Learning Center (CLC) provides adult basic education classes to approximately 1,000 adults each year. In addition to the main site at 19 Brookline Street, classes are offered at several locations around the City including public housing developments, public schools and worksites. The services of the CLC support the City Council goals of strengthening and supporting public education, valuing diversity and fostering community. CLC students come from 70 different countries, with over 40 native languages represented. The core educational program includes seven levels of English for Speakers of Other Languages (ESOL) classes and four levels of reading, writing and math classes, which ultimately prepare students to pass the GED. The CLC also provides citizenship preparation and family literacy classes. In addition, students can learn basic computer operations and benefit from computer-assisted instruction in literacy, mathematics and language skills.

CLC students receive educational and career counseling to help place them in an appropriate class, overcome barriers to attendance, and plan for their next steps after they complete the program. Individual tutoring with trained volunteers is available as needed. The CLC is a partner in the Community Engagement Team, which provides outreach to and education of English language learners and minority communities so that parents and their children are engaged in learning opportunities that support school readiness.

Approximately 45% of the costs of the CLC have been supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to provide the following additional services: outreach and classes for special populations, including computer and literacy classes for the homeless and onsite computer classes for public housing residents; distance learning for ESOL students; the integration of health literacy, employability skills, civic education and technology into the curriculum; the Bridge to College Program, which prepares students with the skills and knowledge to successfully transition to post-secondary education; onsite workplace education classes for employees of Cambridge businesses; and leadership training in the areas of health, children's literacy and community outreach.

The Community Learning Center is committed to program improvement and professional development. Every three years, the CLC develops a long-range plan; every year, each staff person writes a professional development plan. Two days of the year are dedicated to workshops and other staff development activities on site; teachers facilitate study circles or sharing days on teaching techniques; and the staff newsletter provides information weekly on other learning opportunities in the area. The CLC will be moving into its new home in the former Police Headquarters in Central Square towards the end of the fiscal year. The expanded and upgraded space will provide a long-awaited and wonderful learning environment for students and staff.

FUNDING SOURCES/COMMUNITY LEARNING CENTER



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages (ESOL) classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. School year classes	83	70	81	64
2. School year instructional hours	9,710	9,200	9,923	9,473
3. School year student slots	706	661	717	655
4. Summer classes	25	25	26	26
5. Family literacy classes	2	2	2	1
6. Citizenship classes	2	1	1	1
7. Students served	994	980	1,015	1,000
8. Computer operations classes	23	20	20	12
9. Classes using computer lab regularly	27	24	28	25
10.Cost per student	$2,192	$2,150	$2,300	$2,350

- *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of in-house staff development sessions	41	30	31	29
2. Number of class curricula written or revised	5	4	4	3
3. Number of evaluation instruments administered and used to enhance program design	14	10	15	12

- *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by hosting in-house student workshops and through continued follow-up calls to former students.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of high school graduates	13	15	15	15
2. Number of advanced ESOL graduates	25	25	22	24
3. Number of new citizens	20	15	15	12
4. Number of students advancing to education and training program	49	55	52	50
5. Number of workshops for students on careers, further education, study skills, health education and support services	71	32	61	50
6. Number of follow-up contacts with former students	145	135	140	135
7. Number of collaborative projects with agencies or groups to improve quality of and access to services	11	9	13	11
8. Number of workshops led by CLC students	27	25	22	24

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$2,265,635	$2,316,005	YOUTH PROGRAMS	$2,579,585
$2,265,635	$2,316,005		$2,579,585

PURPOSE & OVERVIEW: The Cambridge Youth Programs offer diverse, high quality programs that promote leadership and youth development through enrichment activities, unique experiences, and opportunities to develop relationships with adults and peers. The programs enable Cambridge youth ages 9-18 to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life.

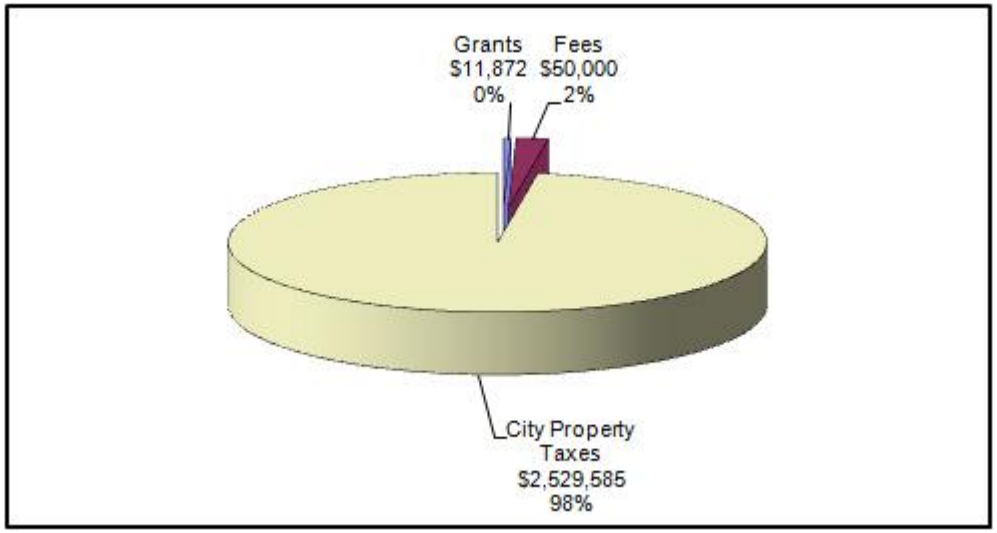
A diverse, multitalented staff provides direct service, enrichment opportunities and mentorship for young people. Conveniently located in five neighborhoods, the five fully-equipped Youth Centers include classroom space, meeting rooms, gymnasiums, kitchens and easy access to parks. The work of the Youth Programs supports the City Council's goals of education, diversity and promoting community.

The Cambridge Youth Programs operate distinct programs that are focused on pre-teens, middle-schoolers and teens. The programs are designed to be in alignment with national research, promoting youth development and leadership. Each Youth Center is licensed through the Department of Early Education and Care for the after-school program. Programming includes academic support, recreation and enrichment activities, field trips and community service opportunities. Additionally, as part of the afterschool programs, the Division operates specialized Middle School Partnership programs which provide unique experiences for students in the middle grades. All five Youth Centers offer a variety of teen programming.

This summer, the Youth Programs will operate four programs for preteens: Sports Leadership Academy, Girls Empowerment program, a Middle School-only program and Discovery Camp. The Division will partner with the Recreation Division to offer pre-teen and teen basketball leagues for girls and boys.

During FY13, the Division will build on the quality programming in the afterschool programs through ongoing collaborations with the Agenda for Children Initiative as well as partnering with other organizations to deliver high quality programming and staff training. The Youth Programs will continue to focus on strengthening programming offered to middle grades students through partnership with the School Department and will enhance social and recreational programming for middle school youth across the city through a Middle School Network. The Division will also continue its partnership with the Police Department through ongoing collaborations with the Youth and Family Services Unit. Strengthening teen programming that builds on best practices from the youth development field remains a priority for the Division. The Youth Programs will continue to offer several work-based learning programs for teens during the school year and summer, including Leaders in Action, a leadership development program; Neighborhood Service Project, a community-service learning program for younger teens; and City Peace, a violence prevention project. The Youth Programs will continue to provide media education and substance abuse prevention.

FUNDING SOURCES/YOUTH PROGRAMS



This figure includes funds anticipated to be received in FY13, but not yet appropriated.

FY13 GOALS:

- *GOAL 1: Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of pre-teens enrolled in after school programs	352	350	350	350
2. Number of middle school students (grades 6-8) enrolled in after school programs	206	215	210	215
3. Number of middle school students participating in Middle School network social and recreational activities	n/a	n/a	n/a	400

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
4. Number of pre-teens enrolled in summer programs	320	340	322	345
5. Number of middle school students (grades 6-8) enrolled in summer programs	166	175	168	175
6. Families responding to surveys regarding program quality and improvements	49%	65%	65%	65%
7. Families reporting overall satisfaction with program	96%	96%	96%	96%
8. Families reporting staff know their child's personality, strengths, interests and needs	95%	92%	92%	95%
9. Staff trained in working with children with special needs in inclusive environment	50	45	45	47

■ *GOAL 2: Provide quality programming for teens ages 14-19.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Teens involved in summer programming	330	350	386	360
2. Specialized courses offered to teens	47	50	50	50
3. Teens enrolled in school year programming	619	575	575	600
4. Number of intensive work-based programs offered to teens	15	11	15	11

■ *GOAL 3:* *Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Programmatic partnerships and collaborations	74	75	75	75
2. Parents and community volunteers participating in program activities	79	90	85	90
3. Community events sponsored by or supported by Youth Programs	70	45	45	50
4. Community or school based committees in which staff participate	16	25	25	25

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$208,380	$221,235	COMMISSION ON THE STATUS OF WOMEN	$225,425
$208,380	$221,235		$225,425

PURPOSE & OVERVIEW: Established in 1977 as a City department, the Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to promote equality and justice for all women and girls. The CCSW works with other City departments and officials, local organizations and state government to increase opportunities through program development, policy recommendations, and public education in key areas significantly affecting women and girls.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Authored and published a report entitled *Immigrant Women's Roundtable Report: A comprehensive look at immigrant women and their families living in Cambridge.* Directed the Immigrant Women's Roundtable, strategizing and improving mechanisms to reach and serve marginalized communities of women in the city.
- Chaired monthly meetings of the Domestic Violence Task Force, comprised of representatives from City departments and local organizations who collaborate to create alliances and share information among members in order to improve and increase domestic violence intervention, prevention and service programs.
- Co-sponsored *Promtacular III*, a popular workshop designed to help CRLS teen girls develop good decision making skills and safe choices as they prepare for prom.
- In association with domestic violence service agencies, the Cambridge, Arlington and Belmont Police Departments, and staff from the Middlesex District Attorney's Office, Probation, Parole and District Court, served as an advisor to CAB-HART, a High Risk Assessment Team addressing domestic violence cases in an innovative, multi-disciplinary approach to victim safety. Planned and organized first state-wide conference in the Commonwealth on the high risk model for 100+ attendees.
- As a member of the Community Engagement Team, co-sponsored community forums on topics such as *Shine the Light On It: The Truth as We See It - A dialogue about systemic issues faced by the African American Community in Cambridge* and *The Status of Immigrant Women and their Families in Cambridge.*
- Served on planning committee for the *Alternatives to Incarceration for Women in Massachusetts Forum: A Presentation and Discussion with Statewide Experts and Field Practitioners.* Cambridge is consistently one of the top 15 cities in Massachusetts to which women are released after prison. Middlesex County has the highest number of post-release women of all counties. Forum led to the creation of the Massachusetts Women's Criminal Justice Network.
- Developed a poster campaign on anti-harassment aimed toward teens, focused on appropriate and

inappropriate texting. Promoted community-wide awareness of domestic violence throughout the month of October, focusing mainly on teens and teen dating violence.

- As part of the Cambridge Women's Heritage Project, planned the Cambridge-area celebration of International Women's Day with a panel discussion looking at Cambridge's history of welcoming immigrants and highlighting inspirational community leaders.
- Promoted *You Find Your Strength II, A guide for women and their families who are homeless* in Cambridge and Somerville. Presented this guide to groups working with homeless women. Designed to offer resources and tips for women experiencing homelessness, the guide is a starting point to learn about the services available. It is also available in Arabic, Chinese, French, Haitian Creole, Portuguese and Spanish.
- Presented a documentary feature film, *Straight-laced: How Gender's Got Us All Tied Up*, at the Main Library to area teens, followed by a facilitated discussion of their ideas about and struggles with gender roles and norms.
- Planned the Boston-area celebration of International Women's Day, an annual event held at Simmons College attended by approximately 250 women, including young women. This year's subject was *Ending Violence Against Women: Pathways to Power, Resilience and Leadership.* Designed and printed poster celebrating the event's 15th anniversary.
- Worked with Engage the Power to develop our own locally generated Question Campaign focused on domestic violence in our community.
- Co-sponsored the *Women, Action & the Media* Boston Film Festival at the Brattle Theater in Harvard Square, showcasing and celebrating the latest films by up and coming female filmmakers.
- Sponsored *Women and Words*!, a quarterly community discussion group to address issues impacting women's daily lives. Local authors, academics, activists and leaders are invited to present and facilitate the evening.
- Served on planning committee for *UNSAFE at Home: A Strategy Summit on Domestic Violence in Cambridge* and *UNSAFE at Home: Next Steps*.
- Co-sponsored *Fufu & Oreos,* a one-woman public theater performance at Jill Brown- Rhone Park.
- Served on planning committee for a CyberStalking conference, bringing together Cambridge's business community and domestic violence service providers to address this critical issue.
- In collaboration with the Domestic Violence Unit of the Cambridge Police Department and the Cambridge Public Health Department, organized a vigil to honor those who have lost their lives in Massachusetts this year to domestic violence.
- Served on the City of Cambridge Employees' Committee on Diversity and the Massachusetts Earned Paid Sick Time Coalition, a bipartisan group that works with legislators to help make Massachusetts a state that requires employers to provide paid sick leave for workers. More than a third (37 percent) of working women in businesses with 15 or more employees are not able to take a paid sick day when they

or a family member are ill.

- Served as a member of the Massachusetts Caucus of Women Legislators, which serves as a liaison between advocates and women legislators and assists in the research and promotion of legislation affecting women.

FY13 GOALS:

■ *GOAL 1:* *In collaboration with the City-Wide Violence Prevention Coordinator, convene Public Health Department, Cambridge Health Alliance, Department of Human Service Programs and the School Department to promote Domestic Violence Free Zone (DVFZ) initiatives. Coordinate and chair the Domestic Violence Task Force (DVTF), which meets in a six week rotation and includes community-based organizations and representatives from various City agencies and departments.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of DVTF meetings chaired	10	10	9	7
2. Number of DVFZ core group meetings	11	11	11	11

■ *GOAL 2:* *Work with School Department, other City departments and community groups to evaluate and provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development and academic achievement.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of partnerships with other City departments and community agencies to deliver relevant programming to young women and girls	9	10	10	10

■ *GOAL 2:* *(continued)*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
2. Consultations with local organizations and girls groups about the nine week ENGAGE (Empowering the Next Generation About Gender Equality) enrichment program	n/a	n/a	n/a	2
3. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	200	200	200	200

■ *GOAL 3:* *In order to connect with historically harder to reach populations, coordinate efforts to improve the mechanisms to reach and serve marginalized communities of women in the city.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Immigrant Women's Roundtable meetings chaired	5	4	4	4
2. Number of meetings held, groups conducted and activities sponsored for homeless women and immigrant women	10	12	12	4

- *GOAL 4:* *Serve as a centralized portal for resources, addressing issues relevant to women including financial literacy, women's history, health, safety and community events.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Develop and facilitate forums addressing a variety of timely topics	10	10	10	10
2. Use website and social media outlets to promote and publicize current events, announcements, and relevant articles	n/a	n/a	12	12
3. Create publications, fliers and poster campaigns to promote mission and goals of Commission	n/a	n/a	4	4

- *GOAL 5:* *Engage and promote efforts to respond to domestic violence through innovative, community-based approaches.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of Cut It Out Cambridge (CIOC) and related initiatives	3	3	3	3
2. Number of high school aged girls recruited for Promtacular	n/a	50	50	50

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$215,465**
Real Estate Taxes	$215,465	
INTERGOVERNMENTAL REVENUE		**$9,960**
State Cherry Sheet Revenue	$9,960	
TOTAL FY13 BUDGETED REVENUE		**$225,425**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$214,865**
OTHER ORDINARY MAINTENANCE	**$9,535**
TRAVEL & TRAINING	**$1,025**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$225,425**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	2	**2**	**2**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$188,260	$223,730	HUMAN RIGHTS COMMISSION	$220,160
$188,260	$223,730		$220,160

PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents and visitors to the city. The Commission is charged with investigating and adjudicating complaints of discrimination in employment, housing, public accommodation and education. Additionally, the Commission advises the administration about civil rights issues facing its residents, educates the public, including students, about their rights and responsibilities under the law, and sponsors programming that values and supports the diversity of Cambridge.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued outreach efforts that include a user-friendly Website and brochures available in multiple languages.
- Collaborated with other departments and agencies to increase awareness of the Commission's work amongst those working with residents of Cambridge.
- Continued collaborating with the Community Learning Center on outreach efforts.
- Produced an annual newsletter consisting of news of the Commission and updates on anti-discrimination efforts, which is widely distributed to community organizations, City employees and other persons interested in civil rights issues.
- Continued offering mediation as a component of the Commission's enforcement mission.
- Organized the City's annual Fair Housing Month Celebration. Cambridge students in grades six through eight participated in an annual poster and essay contest. Several business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridge Savings, East Cambridge Savings and several local businesses donated money, savings bonds and gift certificates toward the awards and prizes for the winners.

FY13 GOALS:

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of general public inquiries	717	475	600	650
2. Number of inquiries (calls) regarding Cambridge Human Rights matters	544	350	450	450
3. Number of inquiries referred by CHRC to other agencies	105	50	100	100
4. Number of community training sessions	21	12	12	12

- *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Complaints filed after staff intake meeting	21	20	20	20
2. Number of complaint intakes from other agency referrals, including HUD and MCAD	6	6	6	7
3. Complaints from all sources under investigation	26	30	30	30

- *GOAL 3: Perform mediation as a means to resolve complaints.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of cases in which parties chose to utilize CHRC mediation services	5	5	5	5

- *GOAL 4:* *Resolve discrimination cases following investigation.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of causal determinations after investigation (probable cause or lack of probable cause)	10	12	13	12
2. Number of non-causal closures (settlements or administrative closures)	14	10	10	10

- *GOAL 5:* *Maintain relationship with the Federal Department of Housing and Urban Development (HUD). The Commission is paid on a case-by-case basis at a reimbursement rate established each year by HUD. HUD's current formula includes a reimbursement range based on length of investigation and case outcomes.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of cases accepted for dual-filing by HUD	11	13	12	13

- *GOAL 6:* *Continue collaborative efforts in education and outreach between the Cambridge Human Rights Commission, other City departments and/or outside agencies to promote equity and equal opportunity for all City residents and workers.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Joint projects and trainings (Fair Housing Month activites, etc.)	55	15	30	30

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$220,160**
Real Estate Taxes	$220,160	
TOTAL FY13 BUDGETED REVENUE		**$220,160**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$215,960**
OTHER ORDINARY MAINTENANCE	**$3,000**
TRAVEL & TRAINING	**$1,200**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$220,160**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	2	**2**	**2**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$351,550	$346,545	ADMINISTRATION	$304,165
$666,360	$640,000	BENEFITS	$677,000
$1,017,910	$986,545		$981,165

PURPOSE & OVERVIEW: Mandated by Massachusetts General Laws, Chapter 115, the Department's mission is to advocate on behalf of Cambridge veterans and their families, provide them with quality support services, and direct a financial assistance program for those veterans and/or their dependents who are in need. The primary function of the Department is to administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, personal needs, fuel, health insurance, as well as medical, dental, hospital and burial expenses. The Commonwealth reimburses the City 75% of the cost of this benefits program. The Department assists Global War on Terrorism veterans with applying for a state cash bonus of $1,000 for those who served in Iraq or Afghanistan and $500 for all others. New state law now allows an additional cash bonus for servicemen and women who serve subsequent tours of duty in a war zone. In addition, the Department assists veterans who are 100% disabled, parents or wives of veterans killed-in-action, and surviving spouses of veterans who died as a result of a service-connected injury, in receiving an annual $2,000 annuity at no cost to the City. The Department also assists veterans and their dependents with applying for federal Veterans Affairs (VA) benefits such as service connected compensations, disability pensions, personal needs/aid and attendance pensions, medical, education, housing, life insurance and death benefits. In addition, we assist in applying for federal social security/disability benefits. In FY12, Cambridge veterans and/or their dependents will receive $4.0 million in federal Veterans' Affairs benefits. The Department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their surviving spouses. The Department coordinates public events on Patriots', Veterans' and Memorial days, including the Memorial Day parade. On Memorial Day, in collaboration with the Cambridge Veterans' Organization (CVO), over 9,200 flags are placed on the graves of veterans interred in Cambridge cemeteries. In addition, the Department participates in the dedication of streets, squares and parks for veterans killed-in-action.

FY12 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued to implement the new web-based Veterans' Services Management Information System (Web-VSMIS). Web-VSMIS is a web-based, interactive database management system developed exclusively to assist cities and towns with benefit submission and reimbursement. Participated in the testing of a new web-based portal, which was developed by the state, that will provide easy access to veterans in exploring the benefits and services provided by the Commonwealth and the VA.
- Continued to enhance the Department's Website, ensuring that quality up-to-date information is available to veterans and their families. In addition, in collaboration with City-TV8, we continue to televise a veterans' benefits informational public announcement regarding our financial assistance program, which continues to enhance our outreach capabilities.

- Worked closely with the Assessing Department to reach veterans and surviving spouses who may be eligible for FY12 property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11, as well as the new entitlement for those who serve subsequent tours of duty in Iraq, Afghanistan or elsewhere.
- In FY12, sponsored a citywide informational seminar for seniors and the homeless, regarding veterans' benefits and services.
- In collaboration with the United States Postal Service, participated in the USPS Veterans' Day Observance which was held in November at the Central Square Post Office.
- Assisted in the rededication of Taylor Square in North Cambridge and the Valenti Library in East Cambridge. Both of these sites were named after local veterans who were killed-in-action in defense of our country.
- Assisted in the U.S. Army's 236th Birthday Celebration held this summer on the Cambridge Common.
- Assisted in welcoming home the troops of Company C, 181st Infantry upon their return from a tour of duty in Afghanistan.
- Identified and assisted in delivering Thanksgiving turkey dinners, which were donated by the State Department of Veterans' Services, to needy veterans and their families.
- Assisted 22 veterans/dependants in applying for federal VA benefits.

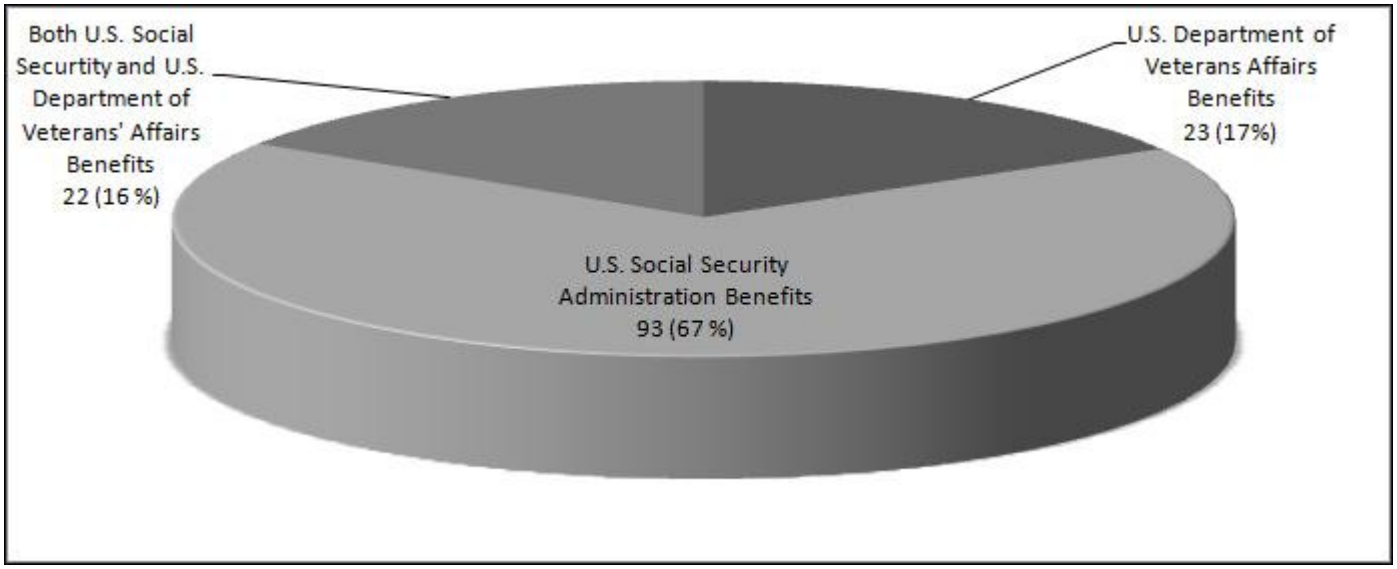
Table 1: FY11 Veterans, Spouses and Dependants Receiving City Subsidies

The Veterans' Services Department has the primary responsibility to assist veterans, their spouses and dependants in applying for federal benefits and also to provide them with a City/State subsidy when eligible.

Veterans, Spouses and Dependants Received City Subsidy	FY07	FY08	FY09	FY10	FY11
Veteran (non homeless)	52	77	82	96	112
Veteran (homeless)	7	4	9	11	10
Spouses and dependants	36	38	46	54	43
Total served	95	119	137	161	165
Total active cases of total served (as of 6/30)	71	97	117	130	119

Figure 1: FY11 Clients Receiving a City Subsidy and Federal Assistance

Between July 1, 2010 and June 30, 2011 there were 138 clients, Veterans, Spouses and Dependants who received both a City Subsidy and Federal Assistance from either the U.S. Department of Veterans Affairs (VA) or the U.S. Social Security Administration. In addition, the Veterans' office reviews all new federal benefits programs to ensure that all eligible clients apply for any benefits to which they are entitled.



FY13 GOALS:

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Ensure applications are forwarded for approval to the state within 10 days after intake	100%	100%	100%	100%
2. Develop a case management plan for each new client within 30 days of intake	100%	100%	100%	100%
3. Ensure state returns for reimbursement are forwarded to the state within 30 days following the payment month	100%	100%	100%	100%

- *GOAL 2:* *Increase public awareness of veterans' benefits, services and events by issuing informational announcements on City TV- 8.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of public outreach and informational announcements televised on municipal cable TV	6	6	6	6

- *GOAL 3:* *Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

- *GOAL 4:* *Produce timely updates to the Veterans' Department website.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of veterans benefits updates	12	12	12	12
2. Number of informational/current event updates	12	12	12	12

- *GOAL 5:* *Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	8	8	8	8

■ *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY11 ACTUAL	FY12 BUDGET	FY12 PROJECTED	FY13 PROPOSED
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	4	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$435,875**
Real Estate Taxes	$435,875	
INTERGOVERNMENTAL REVENUE		**$545,290**
Veterans' Reimbursement	$900	
Cherry Sheet-Veteran Benefits	$544,390	
TOTAL FY13 BUDGETED REVENUE		**$981,165**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$247,765**
OTHER ORDINARY MAINTENANCE	**$54,900**
TRAVEL & TRAINING	**$678,500**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$981,165**

FULL TIME BUDGETED EMPLOYEES	FY11	FY12	FY13
	3	**3**	**2**

SUMMARY: EDUCATION

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$135,368,315	$139,883,265	Education	$144,987,705
$135,368,315	$139,883,265		$144,987,705

FINANCING PLAN	FY13 BUDGET
Taxes	$121,523,190
Fines & Forfeits	$100,000
Intergovernmental Revenue	$22,604,945
Miscellaneous Revenue	$759,570
	$144,987,705

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$135,368,315	$139,883,265	EDUCATION	$144,987,705
$135,368,315	$139,883,265		$144,987,705

The School Committee adopted an FY13 School Budget of $144,987,705, which represents an increase of $4,268,445, or 3.0% over the FY12 approved budget of $140,719,260. The budget is within the financial guidelines established by the City Manager. Please see the Cambridge Public Schools (CPS) Web page www.cpsd.us for detailed information on the FY13 budget. The following is an extract from the adopted budget regarding the guiding principles applied during the development of the budget.

The School Committee's overarching goal is to maximize student achievement for every student. In December 2011 the School Committee adopted a set of budget guidelines. These guidelines are based on the 2010-2012 district goals and the goals of the Innovation Agenda, a district restructuring plan adopted by the School Committee in March 2011. The FY13 Budget was developed by the superintendent and his staff in accordance with these guidelines.

The Cambridge Public Schools has embarked on a multi-year district transformation process through the Innovation Agenda, a district restructuring plan that will create an Upper School Program for grades 6-8. Beginning in Fall 2012, the Cambridge Public Schools will restructure its current system of 11 K-8 and one K-6 elementary schools by adding four Upper Schools for students in grades six to eight, and changing 11 of the elementary schools to K-5 schools. One elementary school, a dual language immersion school, will continue to educate students in kindergarten through eighth grade. The district has one high school. Again in FY 13, the budget supports favorable average class sizes: 19 students per Kindergarten classroom, 20 students per classroom in grades 1-5, and 20 students per classroom for grades 6-8.

During FY12, the district has engaged in the hard work of realigning curriculum and resources consistent with the vision set forth in the Innovation Agenda. The FY13 Budget provides resources to: 1.) support superior academic and social experiences for all students, at all grades; 2.) foster professional learning communities and effective leadership; 3.) improve school experiences to students in special populations; 4.) design facilities and technology to meet the demands of a rigorous academic program.

Superior Academic and Social Experiences for All Students: The Innovation Agenda curriculum planning teams have worked diligently this past year to develop a rigorous curriculum for grades 6-8. Teacher teams have collaborated to create units of study in that will be part of an educational program at the four Upper Schools. The units of study, based on the Common Core Standards, bring consistency of program across the district and to the overall student experience while leaving ample flexibility for teachers to provide responsive and dynamic instruction to the students in their unique classrooms.

Professional Learning Communities & Effective Leadership: Instructional staff at grades 6-8 will benefit from more robust professional learning communities both within individual schools and across the district. Common start and end times and support for ongoing professional development will create a broader learning community across the Upper Schools and the Amigos School and provide opportunities to build a vibrant community of professional colleagues for teachers at every grade and in every subject area. Resources for teachers will include math and English language arts (ELA) instructional coaches and a Technology Integration Specialist at each school. Peer coaching has been recognized as a best practice in improving the quality of instruction, and we will expect our coaches to support teachers' ongoing development of skills in the area of differentiated instruction, support for advanced learners, and disciplinary literacy.

School Experiences for Special Populations: The transformation of our special education programs is another important innovation that will take effect this next year. The Innovation Agenda corrects a significant failing within our district: the practice of requiring special education students in substantially separate classrooms to change schools every 2-3 years. In September 2013, the restructuring of our elementary and Upper School program will guarantee an educational home within one school building for all K-5 students and will ensure that students in substantially separate classrooms follow the same path to the Upper School as their typical peers in general education classrooms.

Facilities and Technology Designed for a Rigorous Educational Program: All students in grades 6-8 will start school next September with enhanced science, technology and media resources including smart boards in every classroom and state of the art science labs. Enough laptop computers and tablets/IPads will be purchased to ensure that there is one computer or tablet per every two students in grades 6-8. Additionally, the Upton Street building will be renovated to refresh classrooms, create a bilingual library and bring the kitchen and cafeteria in line with the needs of a K-8 population of students. In addition, the City and Schools are in the planning stages of a major renovation of the Martin Luther King Jr. School building. When complete, this newly renovated building will house the M.L. King Jr. JK-5 School and the Putnam Ave Upper School.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$121,523,190**
Real Estate Taxes	$120,587,190	
Hotel/Motel Excise Tax	$936,000	
FINES & FORFEITS		**$100,000**
Parking Fines	$100,000	
INTERGOVERNMENTAL REVENUE		**$22,604,945**
State Cherry Sheet Revenue	$12,931,290	
Cherry Sheet-School Aid	$8,643,120	
Cherry Sheet-Lunch Programs	$30,535	
Medicaid Reimbursement School	$1,000,000	
MISCELLANEOUS REVENUE		**$759,570**
Reimburse-School Homeless Bus	$150,000	
School Debt Stabilization Fund Transfer	$609,570	
TOTAL FY13 BUDGETED REVENUE		**$144,987,705**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$117,927,405**
OTHER ORDINARY MAINTENANCE	**$24,654,975**
TRAVEL & TRAINING	**$1,141,705**
EXTRAORDINARY EXPENDITURES	**$1,263,620**
TOTAL FY13 BUDGETED EXPENDITURES	**$144,987,705**

SUMMARY: INTERGOVERNMENTAL

FY11 ACTUAL	FY12 PROJECTED	PROGRAM EXPENDITURES	FY13 BUDGET
$21,622,820	$21,495,855	Mass. Water Resources Authority	$21,006,055
$17,269,305	$20,477,240	Cherry Sheet	$19,700,025
$6,000,000	$6,000,000	Cambridge Health Alliance	$6,500,000
$44,892,125	$47,973,095		$47,206,080

FINANCING PLAN	FY13 BUDGET
Taxes	$24,374,355
Charges For Services	$21,491,215
Intergovernmental Revenue	$1,340,510
	$47,206,080

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$21,622,820	$21,495,855	MASS. WATER RESOURCES AUTHORITY	$21,006,055
$21,622,820	$21,495,855		$21,006,055

PURPOSE & OVERVIEW: In FY85, the State Legislature approved a bill creating the Massachusetts Water Resources Authority (MWRA). The Authority acquired the operation of metropolitan Boston's sewer and waterworks system from the Metropolitan District Commission (MDC). Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City's water rate. Because of the responsibility given to the MWRA to improve existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City's sewer service charge.

For FY13, the MWRA estimated charge of $21,006,055 represents a 2.3% decrease from the FY12 assessment of $21,495,855, which is significantly lower than the 0.4% increase from FY11 to FY12. The FY13 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 54% of the total Sewer Budget.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 MWRA assessment is scheduled to decrease by $489,800 to $21,006,055, or -2.3% from the FY12 projected budget. The MWRA rate decrease provided to the City is subject to change based on the MWRA budget adopted later in the spring 2012.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		**$21,006,055**
Sewer Service Charge	$21,006,055	
TOTAL FY13 BUDGETED REVENUE		**$21,006,055**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$21,006,055**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$21,006,055**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$0	$0	ELDERLY GOVERNMENTAL RETIREES	$2,355
$39,000	$43,580	AIR POLLUTION CONTROL	$44,225
$31,770	$33,030	MAPC	$33,060
$8,618,085	$8,743,630	MBTA	$8,891,750
$505,380	$505,380	C.S. REGISTRY HOLD PROGRAM	$485,160
$8,075,070	$11,151,620	EDUCATION	$10,243,475
$17,269,305	$20,477,240		$19,700,025

PURPOSE & OVERVIEW: The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state director of accounts. The name is derived from the fact that years ago the document was printed on cherry colored paper. The figures shown here are based on the preliminary state Cherry Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

ELDERLY GOVERNMENTAL RETIREES. The Elderly Governmental Retirees Plan is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium cost as determined by the state and is carried on the Cherry Sheet.

AIR POLLUTION CONTROL. The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL. Assessments are made to municipalities to finance the Metropolitan Area Planning Council (MAPC), which serves 101 communities. The MAPC promotes urban planning, regional collaboration and responds to common urban problems of member communities.

PUBLIC TRANSPORTATION. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the city. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority and 161 additional communities that are receiving MBTA service. The MBTA is required to assess each community's share of the overall assessment.

All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than $136,026,868. Beginning in FY07, this amount will be adjusted each July 1 by the rate of inflation unless the total assessment exceeds 102.5 percent of the previous year's assessment. An individual

community's assessment is determined based on the following formula: each community's assessment shall equal its weighted share of the total population of the 175 communities in the MBTA. Chapter 161A of the Acts of 2000, which increased the number of communities in the MBTA from 78 to 175, also determined the share for each community in conjunction with the 2000 U.S. Census.

A portion of the total MBTA assessment supports the Boston District Commission (the "District"), which is responsible for bonds issued by the Transportation Authority prior to the creation of the Metropolitan Transit Authority in 1947. This assessment pays for administrative costs incurred by the District and is charged to the 14 cities and towns of the Boston Metropolitan District in proportion to their share of the District's total equalized valuation. The MBTA covers the District's debt service costs.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM. Since February 1985, the Parking Violations Bureau has implemented a provision of Massachusetts General Laws, Chapter 90, which enables the City to request that the state Registry of Motor Vehicles not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets. This provision is imposed after the motorist has failed to pay the parking tickets and had an opportunity for a hearing. This program has resulted in a significant decrease in the number of delinquent payments.

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment ($10,211,530), 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 charter school as calculated by the state, using a tuition formula. The other assessments contained in this allotment are for grandfathered costs for special education services (Chapter 766 of the Acts of 1972) provided by other districts for students who are state wards who reside in Cambridge ($26,945) and school choice tuition charges (Chapter 71 of the Acts of 1993), which are for Cambridge residents attending another school district under school choice ($5,000).

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$17,874,355**
Real Estate Taxes	$17,874,355	
CHARGES FOR SERVICES		**$485,160**
Parking Fund Parking Usage	$485,160	
INTERGOVERNMENTAL REVENUE		**$1,340,510**
State Cherry Sheet Revenue	$5,950	
Cherry Sht-Chrt Sch Tuit Reim	$1,334,560	
TOTAL FY13 BUDGETED REVENUE		**$19,700,025**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$19,700,025**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$19,700,025**

ACTUAL FY11	PROJECTED FY12		BUDGET FY13
$6,000,000 $6,000,000	$6,000,000 $6,000,000	**CAMBRIDGE HEALTH ALLIANCE**	$6,500,000 $6,500,000

PURPOSE & OVERVIEW: The Cambridge Health Alliance (CHA) has remained a vital asset to the citizens of Cambridge since its establishment by home rule legislation on July 1, 1996. CHA is a nationally recognized public, academic health care delivery system that provides comprehensive clinical, public health, teaching and research programs in the City of Cambridge. It is comprised of three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites and the Cambridge Public Health Department. CHA is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine. CHA is also a major Cambridge employer with approximately 1,950 employees working in Cambridge.

CHA continues to excel in providing high quality patient care while providing continued access to essential health care services for the residents of Cambridge, including its Medicaid and other low-income populations. CHA has been recognized as a high-value, high quality and lower cost provider in the Blue Cross Blue Shield, Tufts Health Plan and Harvard Pilgrim Health Plan networks.

CHA, like municipal government, continues to experience the impact of state budget cutbacks and related downward pressure on government health care revenues. Because CHA provides concentrated Medicaid and low-income public-payer patient care services, it relies on its continued partnership with state and federal governments to support this care. CHA recently received committed core federal funding through the renewal of the Medicaid Waiver for the 2012-2014 fiscal year periods.

With new health care payment and delivery reforms on the horizon, CHA, like other organizations, is engaged in planning for these future, strategic opportunities. Comprehensive payment reform holds the promise of improving the way health care is delivered and reimbursed for consumers, providers and businesses. These approaches are better aligned with wellness, effective management of chronic conditions, and the coordinated care that CHA provides across the medical and mental health continuum. CHA, through dedicated clinical and administrative leadership, is actively developing an integrated patient-centered medical home and Accountable Care Organization (ACO) model of care, with a continuing commitment to an underserved population, consistent with Massachusetts payment reform and national health reform. Two of our health centers recently received National Committee for Quality Assurance (NCQA) Level 3 accreditation as advanced medical homes, and four additional sites, including Cambridge Family Health and Cambridge Family Health North, were selected for a statewide medical home initiative with the ultimate goal of receiving NCQA accreditation as advanced medical homes. Cambridge Pediatrics was a recipient of the Children's Health Insurance Program Reauthorization ACT (CHIPRA), which provides funding support towards Cambridge Pediatrics' journey to become a patient-centered medical home (PCMH). In addition, CHA medical practices affiliated with the Mount Auburn Cambridge Independent Practice Association (MACIPA) are participating in the Pioneer ACO. Cambridge Health Alliance also was a joint recipient of a grant from Tufts Health Plan Foundation, which furthers CHA's collaboration with

Cambridge-Somerville Elder Services to concentrate on caring for Cambridge and Somerville Elder Services' Medicare clients with a concentration on fall prevention and community based education and screening for fall risk and safe home interventions. Cambridge Health Alliance was also one of the grant recipients from the Harvard Medical School Center for Primary Care. CHA received the maximum grant allocation and will be using the funds to transform the training of internal medicine and family medicine residents using a patient-centered medical home (PCMH) model as the framework for transformation. The Primary Care Center and the Windsor Street Health Center are the two Cambridge sites who will benefit from this grant.

Building on our tradition of continuous patient care improvement and above-benchmark quality, CHA is implementing health care innovations to improve health, cost-effectiveness and patient experience of care. Our emergency department redesign has improved patient care, flow and patient satisfaction, reducing average wait times below five minutes. This redesign was showcased by HealthLeaders Media through an internationally broadcasted webinar on March 29, 2012. Our planned care for asthma and other health conditions has improved health while reducing preventable emergency room and inpatient care.

An integral part of CHA, the Cambridge Public Health Department is responsible for protecting the health of Cambridge residents, workers and visitors. Department programs include communicable disease prevention and control, school health, emergency preparedness, environmental health, community health and wellness, epidemiology and data services, and regulatory enforcement. The Department plays a major role in several City initiatives, including the Agenda for Children, the Men's Health League and the Domestic Violence Free Zone Initiative.

In 2011, the Department promoted disease and injury prevention through direct services and trainings, policy development and targeted campaigns. These activities included the Department's annual flu clinics; domestic violence awareness trainings for Cambridge Health Alliance staff; assisting in the implementation of a mandatory sports-related concussion awareness program in the public schools; and "social marketing" campaigns focused on youth access to alcohol, awareness about teen dating violence and increasing flu vaccination rates. In addition, staff continued to work on large-scale regional emergency preparedness exercises and statewide plans for mass fatality management and medical surge. The Department also published data reports on flu-like illness in school settings and active tuberculosis cases.

Addressing the city's obesity epidemic remained a significant focus in 2011 and is consistent with statewide and national efforts. At a special ceremony, Cambridge officially signed on to First Lady Michelle Obama's Let's Move campaign. In fall 2011, the City established a standing Food & Fitness Policy Council (FFPC), which is housed in the health department. The policy council represents a major step forward in establishing a comprehensive approach for addressing obesity at the municipal level. The Department also received a five-year, $300,000 federal Community Transformation Grant to implement policy and environmental approaches to healthy eating and active living in Cambridge, which will help support policy initiatives recommended by the FFPC.

Other CPHD 2011 highlights:

- Established a standing Cambridge Food and Fitness Policy Council to develop and implement a strategic and coordinated approach for improving access to healthy foods and physical activity for all residents.
- Administered 1,385 free seasonal flu vaccines at five "family friendly" flu clinics and two clinics targeting seniors.
- Fully integrated TB patient records into Cambridge Health Alliance's electronic medical records system to improve patient continuity of care among CHA providers and CPHD public health nurses.
- Introduced 20 healthy menu items in the high school cafeteria, launched the city's first elementary school salad bar, and secured funding for fruit and vegetable snacks at four elementary schools.
- SELF magazine named Cambridge the healthiest city in America for women in its December 2011 issue.

SIGNIFICANT BUDGET MODIFICATIONS: The FY13 Cambridge Health Alliance (CHA) budgeted amount has increased by $500,000 to $6,500,000 based on the implementation of the third year of a seven year services agreement between the City and the CHA.

Table 1: FY12 Budget Activity

The table below provides a snapshot of the Cambridge Public Health Department FY12 budget. The FY13 budget is currently under development and is anticipated to be on par with current levels.

CAMBRIDGE PUBLIC HEALTH DEPARTMENT			
DESCRIPTION - DEPARTMENTAL EXPENSES	**FY12 non grant budget**	**FY12 grant budget**	**Total FY12 Budget**
Staffing / Personnel	$4,900,957	$542,783	$5,443,740
Retiree Health Costs (GASB)	$69,800		$69,800
Supplies	$93,955	$133,870	$227,825
Services	$322,145	$328,904	$651,049
Travel / Training	$26,673	$12,624	$39,297
Sub-Total Departmental Expense (1)	$5,413,530	$1,018,181	$6,431,711
CHA PUBLIC & COMMUNITY HEALTH SERVICES			
Cambridge Teen Health Center	$303,617		$303,617
Healthcare for the Homeless	$391,307	$98,602	$489,909
Institute for Community Health	$73,333		$73,333
Physician Consultation **(2)**	$60,000		$60,000
119 Windsor Street - 13,042 Sq.Ft.. - Maintenance & Utilities Only	$61,011		$61,011
Administrative Services (IT, Human Resources, Finance & Admin) **(3)**	$721,670	$127,872	$849,542
Sub-Total	$1,610,938	$226,474	$1,837,412
TOTAL CHA PH EXPENSES (Non-Grant)	$7,024,468	$1,244,655	$8,269,123

Notes:

(1) Does not include Depreciation Expense

(2) Provided for pediatric, adult medicine, and occupational health consultations.

(3) Calculated at 11.4% of operational costs for CHA public and community health services plus Health Department.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		**$6,500,000**
Real Estate Taxes	$6,500,000	
TOTAL FY13 BUDGETED REVENUE		**$6,500,000**

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	**$0**
OTHER ORDINARY MAINTENANCE	**$6,500,000**
TRAVEL & TRAINING	**$0**
EXTRAORDINARY EXPENDITURES	**$0**
TOTAL FY13 BUDGETED EXPENDITURES	**$6,500,000**

PUBLIC INVESTMENT FUND	BUDGET
GENERAL GOVERNMENT	$215,000
PUBLIC SAFETY	$1,380,000
COMMUNITY MAINT. & DEV.	$35,401,735
HUMAN RESOURCE DEV.	$1,723,000
EDUCATION	$0
	$38,719,735

CAPITAL BUDGET DECREASES SUBSTANTIALLY IN FY13. Due primarily to a significant decrease in the Bond Proceeds component of the financing plan, the FY13 Capital Budget has decreased $17,247,790, or 30.8%, from its FY12 level of $55,967,525, to $38,719,735 in FY13. The Property Tax allocation for FY13 is $1,225,000, a decrease of $275,000 from its FY12 level of $1,500,000. This decline is due primarily to the large increase in the Property Tax component of the Debt Service budget attributable to the planned phasing out of Debt Stabilization Fund revenues to cover a portion of the cost of certain large capital projects. The Bond Proceeds component of the financing plan has decreased substantially from $44,354,300 in FY12 to $17,442,670 in FY13. Property Tax-supported debt has decreased slightly from $10,600,000 in FY12 to $9,885,000 in FY13. The FY12 funds financed a wide range of projects including the replacement of the DPW Ryan Garage / Simard Building roof ($1,485,000), renovations to Engine 5 (Inman Square) and Engine 3 (East Cambridge) ($515,000), street reconstruction ($2,000,000), improvements to Kendall Square ($300,000), renovations to David Nunes Park, Alberico Park and Fulmore Park as well as the establishment of a community garden at Riverside Press Park ($1,300,000), improvements to the Harvard Square Tunnel ($2,000,000), and the design phase of the King School Renovation Project ($3,000,000). FY13 Property Tax-supported debt totaling $9,885,000 will fund several projects including the replacement of the roofs on City Hall ($2,000,000) and the Ryan Garage / Simard Building ($100,000; additional funding to supplement the $1,485,000 appropriated in the FY12 Capital Budget), extensive improvements to Kendall Square including new sidewalks and roadways, pedestrian-scale lighting, street furniture and trees ($5,000,000), renovations to two soccer fields at Danehy Park ($1,540,000), and the acquisition of a pumper and a ladder truck for the Fire Department ($1,245,000).

Although funds for the construction phase of the King School Renovation Project are not included in the FY13 Capital Budget, an allocation of $73,000,000, based on the current estimate for the project, has been set aside in the FY14 Capital Budget. However, based on the results of the feasibility study now underway and a continuing evaluation of total project costs, an appropriation recommendation to the City Council is projected to be made in the beginning of FY13. It should also be noted that an anticipated Free Cash appropriation of approximately $2,000,000 for the first phase of the LED street light replacement will be made at the beginning of FY13, with the remaining funds for the $6,000,000 estimated cost appropriated in subsequent fiscal years. Further, based upon the work of the E-Gov Executive Committee and Project Management working group, as well as input received through the IT World Café, a supplemental appropriation is expected to be made in the beginning of FY13 to support continued technology innovations. Also, a recommendation for additional resources to augment the current Cambridge Request System (CRS) is planned for the beginning of FY13.

It is important to note that, in addition to the $55,967,525 included in the original FY12 Capital Budget, a total of $11,257,410 in supplemental appropriations were made during FY12, which increased the total FY12 Capital Budget to

$67,224,935. The largest single appropriation was a loan order for $6,515,000 to provide additional funding for extensive renovations to the old police station to accommodate the administrative offices of the Cambridge Housing Authority as well as the Community Learning Center and Multi-Service Center. Other major funding sources included payments from Comcast related to the 2011 license renewal ($1,690,000) to provide funding for CCTV's new location and equipment and technology requirements as well as improvements to the City's Cable TV Department, grants from various public and private sources for $1,204,701 and a $1,000,000 payment from Alexandria Real Estate Equities, Inc. for design costs for improvements to the Rogers Street Park and the Triangle Park.

As the table on the following page indicates, funding from Property Taxes is decreasing from $1,500,000 to $1,225,000. The total Parking Fund contribution to the Capital Budget has increased from $800,000 to $1,850,000. A large increase in the Parking Fund balance from FY10 to FY11, as well as a projected increase from FY11 to FY12, has enabled the City to increase the capital fund allocation from this source, while funding all operating budget allotments at their required levels. The FY12 allocation of $1,850,000 from current Parking Fund revenues and Parking Fund Balance will fund the replacement of traffic signals ($330,000), renovations to the First Street and Green Street Garages ($100,000), acquisition and installation of various types of parking meter equipment ($70,000), the Traffic Calming Program (300,000), roadway improvements ($750,000), design costs for the reconstruction of North Massachusetts Avenue ($250,000), and installation of bike racks at various locations ($50,000). For the third year in a row, there has been a significant increase in the amount of Water Service Charges allocated to the capital budget primarily due to the continuing decrease in debt service related to the retirement of bond issues used to finance the construction of the water treatment plant as well as other water capital projects. The debt service on water projects decreased from $4,529,980 in FY12 to $3,682,805 in FY13, which will provide sufficient funds to increase the capital allocation from $2,750,000 to $3,400,000 and cover all operating budget increases while maintaining the water block rates at their FY12 levels. The Sewer Reconstruction budget has decreased significantly from its FY12 level of $36,004,300 to $17,037,645 in FY13 due to large decreases in funding requirements. The decrease of $1,500,000 in the Sewer Service Charge (from $2,250,000 in FY12 to $750,000 in FY13) allocation is attributable to a significant increase in Debt Service requirements, due to the inclusion of $20,350,000 in Sewer bonds in the February 2012 bond issue as well as a loan from the Massachusetts Water Pollution Abatement Trust (MWPAT) for $12,853,553 while also stabilizing the sewer block rates at their FY12 levels. The Bond Proceeds component has decreased from $33,754,300 to $7,557,670, with these funds allocated to the Alewife Watershed Project. Alexandria Real Estate Equities, Inc. will provide $629,975 for work performed in accordance with their special permit.

The portion of the City's Block Grant entitlement that is allocated to the Capital Budget has decreased $43,060, reflecting significant reductions to this program at the national level. While the Neighborhood Business Development and Employment Program Fund components are funded at the same levels as in FY12, the Housing Rehab and Development program has been reduced from $850,090 in FY12 to $807,030 in FY13.

It is important to emphasize that the City's contribution to Housing Rehab and Development continues to increase with the appropriation of the Community Preservation Act (CPA) funds. These funds are not included in the Capital Budget but are appropriated separately after the City Manager receives recommendations from the CPA Committee, which are transmitted to the City Council for appropriation. While the CPA Tax component of the financing plan continues to increase as the property tax levy increases, State matching funds are expected to decrease over the next few years. Overall, there will be a modest increase in the program for FY13-17. In FY12, the City appropriated a total of $9,607,500. This included $6,750,000 from local funds, $1,850,000 in State Matching Funds, and $1,007,500 from the CPA Fund Balance. The FY12 CPA appropriation of $7,680,000 to Affordable Housing increased the total contribution from the CPA since the acceptance of the act in FY02 to $89,040,000. It is expected that State matching funds will decrease by $200,000 in FY13 to $1,650,000 which, when combined

with an estimated increase in local funds of approximately $250,000, will produce a projected FY13 budget of $9,657,500, which is an increase of $50,000 from FY12. For additional information on the CPA, please see the following section.

There is a substantial increase in the amount of Chapter 90 funds that the City expects to receive from the State, with the FY12 allocation of $1,995,135 increasing by $576,595, or 28.9%, to $2,571,730 in FY13. These funds will be supplemented with $418,000 from the Street Preservation Offset Fund (SPOF), $750,000 from the Parking Fund and $475,000 from Harvard University for a total Street / Sidewalk Reconstruction budget of $4,214,730.

The allocation of golf course revenues to the Capital Fund will remain at the FY12 level of $20,000 and will be used to continue the program to improve conditions at the golf course.

Two revenue sources that were added to the FY12 Capital Budget will continue to provide revenues for specific programs. Resident Parking Sticker Revenues of $425,000 will fund several energy and transportation projects and reflect FY13 estimated revenues. The City Council adopted an increase in Resident Parking Sticker fees in October, 2010 with the additional revenues to be used to support environmental and transportation programs to reduce greenhouse gases and combat climate change. War Memorial Recreation Center Receipts of $28,000 will provide funds for maintenance at both the War Memorial Facility and Gold Star Mothers Pool.

Cable TV License Fees, as part of the Cable TV license renewal agreement with Comcast, will provide a new and consistent source of revenue to the capital budget throughout the FY13-17 period. It is expected that $141,330 in license fees will provide funding for the acquisition of various pieces of Cable TV equipment.

The following chart shows a comparison of Capital Fund revenues for FY12 and FY13:

	FY12	**FY13**	**Variance FY12-13**
Property Taxes	$1,500,000	$1,225,000	-$275,000
Parking Fund	800,000	850,000	50,000
Parking Fund Balance	0	1,000,000	1,000,000
Sewer Service Charge	2,250,000	750,000	-1,500,000
Water Service Charge	2,750,000	3,400,000	650,000
Block Grant	1,355,090	1,243,030	-112,060
Chapter 90	1,995,135	2,571,730	576,595
MWRA Grant	0	8,100,000	8,100,000
Resident Stickers	780,000	425,000	-355,000
Roadway Reimburse.	0	475,000	475,000
SPOF	135,000	418,000	283,000
Bond Proceeds	44,354,300	17,442,670	- 26,911,630
War Memorial Fees	28,000	28,000	0
Golf Course Fees	20,000	20,000	0
Sewer Reimburse.	0	629,975	629,975
Cable TV Lic. Fees	0	141,330	141,330
TOTAL	**$55,967,525**	**$38,719,735**	**$17,247,790**

HOUSING, OPEN SPACE AND HISTORICAL PRESERVATION. For several years after the abolition of rent control, the City allocated a combination of Property Taxes and Free Cash to the Affordable Housing Trust Fund to finance the creation and preservation of affordable housing units in the city.

Prior to the submission of the FY02 budget, the City Manager proposed and the City Council approved placing the Community Preservation Act (CPA) on the ballot in the November municipal election for voter approval. The voters accepted the CPA and it became effective during FY02. The CPA levies a 3% surcharge on Property Tax bills (with certain residential exemptions) to fund affordable housing, open space and historical preservation. In addition, the City is eligible for state matching funds and has received approximately $44.6 million from this source since the inception of the program. Since the implementation of the CPA in FY02, $111,300,000 has been appropriated / reserved for housing

($89,040,000), open space ($11,130,000) and historic preservation ($11,130,000). FY13 revenues from the CPA are expected to be up slightly based on a higher FY13 Property Tax Levy. It is anticipated that the FY13 State match will be less than its FY12 level with the City expected to receive approximately 22% of the amount raised through taxes. The State match had decreased significantly, from its highest level of $6,156,041 in FY08, to $1,931,206 in FY11. The downward trend has been reversed, with $1,984,866 received from this source in FY12. It is anticipated that the CPA committee will meet in early FY13 to make recommendations to the City Manager for the use of funds in FY13. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY13. Therefore, although CPA funds are used for purposes that would otherwise be funded through the capital budgeting process, there is no impact on the capital budget that is being submitted to the City Council for approval.

CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS. While the FY13 Property Tax contribution to the capital budget has decreased $275,000 from its FY12 level of $1,500,000, it is important to note that two pieces of fire apparatus will be purchased through the use of Bond Proceeds. In the past, the pay-as-you-go component of the capital budget has financed the acquisition of fire vehicles. However, due to the need to acquire both a pumper ($415,000) and ladder truck ($830,000) in FY13, it was determined that it was more feasible to finance these purchases through bond financing rather than current revenues. The primary reason for the decrease in the Property Tax allocation is that it is no longer necessary to fund the upgrade of the PeopleSoft system on an annual basis so that the remaining funds in the Technology Upgrades / Enhancements cost center will be used to continue projects initiated in past fiscal years including Geographic Information System (GIS) enhancements, Network Infrastructure Improvements and Microsoft Licenses.

The remainder of the Property Tax allotment will support a wide range of capital improvement projects including renovations to various fire stations; replacement of streetlight poles; replacement of batteries for the Universal Power Supply (UPS) at the police station as well as maintenance of that facility; replacement of carpets and furnishings in various City buildings; capital needs assessment of HVAC systems; furnishing and design services for Area IV and Gately Youth Centers; replacement of the floor at the Frisoli Youth Center; construction of Waverly Street Path; the façade improvement program; open space improvements including the beautification program and parks and cemetery tree pruning; public art conservation and maintenance; and improvements to public buildings to make them more accessible to persons with disabilities.

The allocation of Sewer Service revenues to the capital budget has decreased by $1,500,000 to $750,000 from the previous year's level of $2,250,000 in recognition of the need to provide additional funds for an increase in the Sewer portion of the Debt Service budget related to the issuance of $20,350,000 in Sewer bonds in the February 2012 bond issue and a loan from the MWPAT. Water use, after showing slight increases in both FY10 and FY11, is decreasing by approximately 1.4% in FY12. However, the City has been able to fund a significant increase in the Sewer portion of the Debt Service budget and approve a 0.0% sewer rate increase for FY13. The allocation of Water Service Charges to the capital budget has increased substantially due to the retirement of bonds issued for the construction of the water treatment plant and other water system improvements. The water rate increase for FY13 is also 0.0%. An allocation of $3,400,000 in Water Service Charges, up $650,000 from the FY12 Capital Budget of $2,750,000, will fund energy efficiency improvements; replacement of old water mains and valves and other improvements to the distribution system; continued support for the twelfth phase of the Fresh Pond Master Plan (capital improvements in and around the Fresh Pond Reservation); enhancements to laboratory instrumentation and monitoring; consulting services for a wide range of programs; water meter replacement; watershed protection planning; and reservoir infrastructure improvements and maintenance.

CAPITAL BUDGETING PROCESS. As was the case in previous fiscal years, the City Manager met with City department heads prior

to the start of the budget process to review unexpended balances contained in existing capital budgets to determine if the balances could be reallocated to other areas or were sufficient to provide funding for ongoing projects. This process proved useful and will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

As can be seen from the wide scope of projects included and total funds allocated for the implementation of the plan, the capital budget is one of the most significant components of the City's financial plan. It is clear that decisions made during this process will have an impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Investment Committee, which includes the Deputy City Manager, the heads of the Finance, Community Development, Budget, Human Services and Public Works Departments, Chief Financial Officer of the School Department and other City staff meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. The committee works closely with the City's financial advisors to ensure that this information is applied to future capital budgeting processes.

The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital plan, to formulate its budget guidelines for departments. The City's FY13 projections, which are presented to the credit rating agencies prior to bond sales, reflected a $1.2 million target in the Pay-As-You-Go capital budget, which is a $275,000 decrease from FY12. For the FY13 Capital Budget process, departments were instructed to submit Pay-As-You-Go capital requests (funded from property taxes) that were equal to or less than the approved/funded amount received in FY12. All requests that exceeded the FY12 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY12 could submit a FY13 request but it was required to be submitted as a supplemental request.

This process required departments to focus their priorities and has produced a sustainable plan for future years that will provide significant benefits to the citizens of Cambridge.

In addition, the staff of the Finance Department continued to work closely with department heads to monitor unexpended capital budget balances in order to develop a plan to use these available balances to fund projects that would otherwise be funded through the FY13 capital budgeting process. Also, department heads and project managers were more involved in the process of developing detailed cash flow forecasts and project schedules for capital projects to be bonded. This involvement expanded their understanding of phases of the capital budgeting process that were previously handled primarily by Finance Department staff.

IMPACT ON OPERATING BUDGET DETERMINED. In order to carefully evaluate all capital requests, the Capital Improvement Committee asked that all departmental funding requests be submitted by early January 2012. During January and February, the committee met with the various department heads who had submitted requests, to review and analyze these proposals. The impact on the operating budget, either positive or negative, was an important factor in the decision-making process.

By including an allocation of $2,000,000 in Bond Proceeds for the replacement of the slate roof on City Hall, it is expected that maintenance costs will be reduced.

An allotment of $75,000 to fund a study to assess the condition of HVAC systems in 36 City buildings is the first phase of a program to upgrade these systems with the goal of reducing energy usage and maintenance costs.

An additional $425,000 in Resident Parking Sticker Revenues has been appropriated to the Energy / Transportation Improvements Program to supplement the $780,000 included in the FY12 Capital Budget, which reflected two years' of revenues. $280,000 will be allocated to the bike share program which is the same amount set

aside for this purpose in FY12. The remaining $145,000 will finance programs to reduce energy consumption in both City and School buildings including lighting upgrades, installation of occupancy sensors, and improvements to HVAC systems, with the goal of achieving significant savings in energy accounts. It is projected that $45,000 in annual savings will be realized from these improvements.

The Fire Department will receive an allocation of $1,245,000 to provide funding for the replacement of two vehicles, including a pumper and ladder truck, which have been in service since 1991 and 1994, respectively, and are used on a frequent basis. It is expected that the replacement of these vehicles will decrease the time spent by Fire Department personnel maintaining the vehicles currently in use and the costs for replacement parts.

The renovations and additions to the City's many parks, playgrounds and other recreational facilities have significantly improved the quality of life in Cambridge. However, the park maintenance cost center in the Public Works operating budget has experienced increases in recent years to maintain these facilities. The City's public art collection has grown to 254 pieces due to new installations at new and renovated facilities and has required the establishment of a separate cost center to fund a continuing program of restoration and maintenance. $30,000 will be allocated to this program in FY13, which is the same level as in FY12.

While most projects described in the preceding paragraphs are financed through current revenues, bond-financed projects also have an impact on the operating budget. Public Works has used General Obligation bonds, MWRA loans and grants, and MWPAT loans to eliminate sources of inflow and infiltration that have been identified in investigations of the sewer system. This program has mitigated the effects of MWRA assessment increases in recent years. As an example, the City's FY13 MWRA assessment has decreased by 2.3% while the system-wide assessment has increased by 2.7%.

Although there is no direct impact on the operating budget, the Façade Improvement Program, which provides grants to improve storefronts throughout the city, provides economic benefits to the businesses that are participating in the program, improves access for persons with disabilities and assists in building a more stable tax base. The Neighborhood Business Development Program, financed through Community Development Block Grant (CDBG) funds, supports a wide range of economic development programs with the objective of improving the business climate of the city.

A section has been included in the description of each capital project showing the impact of the project on the operating budget. In several cases, the impact is indirect and requires no additional financial or personnel resources. Current staff will perform any additional responsibilities or the capital project will enable the staff to devote more time to other duties and activities.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the capital budget process included $38,719,735 for FY13 and $246,752,265 for FY14-17. It should be noted that appropriations are made only for FY13, with future allotments subject to revision as financial circumstances change. As in most capital budgets, bond proceeds are the largest single source of financing, with Water and Sewer Service Charges providing a large source of revenue to the capital budget. As the debt on water projects continues to be retired, funds set aside for principal and interest payments will continue to be available for other purposes with a large amount of those revenues expected to be allocated to the capital budget. It is expected that a larger amount of Sewer Service Charges will be allotted to future capital budgets due to lower-than-anticipated MWRA increases and deferred debt service payments.

BOND ISSUES NOT INCLUDED IN APPROPRIATION. It is important to note that while the $17,442,670 in bond proceeds are included in all charts, graphs and narratives in this section, those proceeds are not included in the Public Investment Fund appropriation order in Section VI. On the advice of the City's bond counsel, appropriations for all projects to be funded through bond proceeds are made separately and in conjunction with the authorization to borrow for these projects. It is anticipated that these

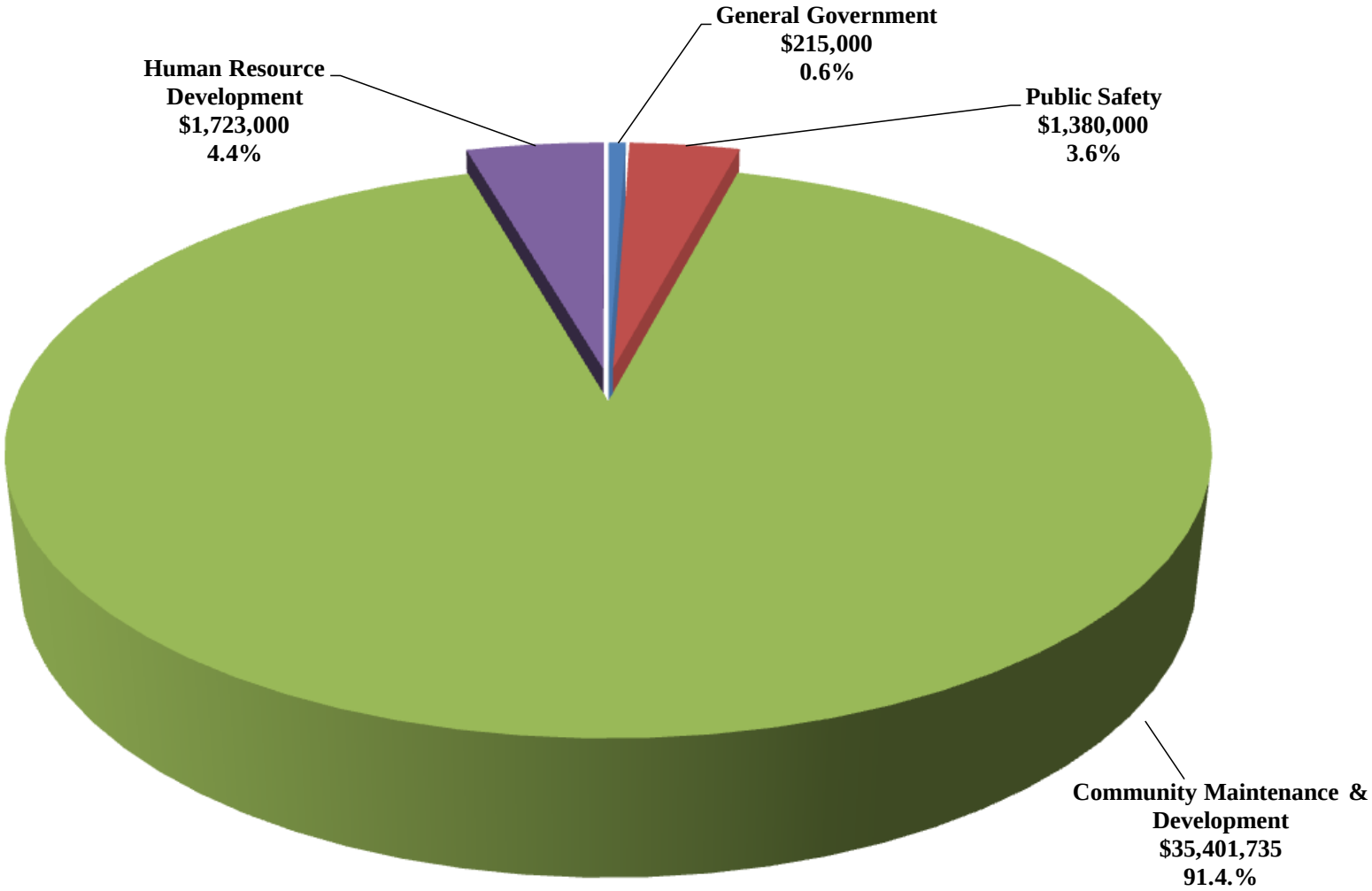
orders will be submitted to the City Council prior to the adoption of the budget so that the entire capital budget can be approved intact.

BLOCK GRANT FUNDING. The total Community Development Block Grant entitlement has decreased from its FY12 adjusted level of $2,797,335 to $2,756,825, a decrease of $40,510 or 1.4%, with the portion allocated to the capital budget decreasing from $1,286,090 to $1,243,030, a decrease of $43,060, or 3.3%. The Economic Development Program has been funded at the same level, $81,000, in FY13 as it was in FY12, with the Just-A-Start (JAS) / Biomedical Program receiving the full amount of this allotment. The Block Grant allocation to the Housing Rehab and Development Program has decreased by $43,060 from $850,090 in FY12 to $807,030 in FY13, with funding for the Employment Program Fund remaining the same at $355,000. The net decrease of $43,060 in the Housing Rehab and Development Program Funds is the result of an increase in funding for New Project Development Funds of $56,940 being offset by decreases in HRI Affordable Housing Development ($25,000), JAS Home Improvement Program ($25,000), Cambridge Neighborhood Apartment Housing Services ($25,000) and JAS Affordable Housing Development ($25,000).

FY14-17 FUNDING. As can be seen from the chart on page V-15, Property Taxes will provide a total of $6,275,000 to fund Pay-As-You-Go projects over the next four years and will be sufficient to fund critical projects, while a larger portion of current revenues are used to fund debt service increases related to several large projects for which bonds will be issued during this period. Sewer revenues will fluctuate over the next four years based on the amounts required in the operating budget to fund the MWRA assessment and debt service increases, and to maintain the sewer rate at a manageable level. Use of Water Service revenues to support capital budgets will increase to $3,500,000 in FY14 and remain consistently high for the remainder of the five-year plan. As past bond issues are retired, it is not anticipated that new issues will be required to meet the capital needs of the Water Department. Water revenues, which were previously used to cover debt service costs, will then be available to fund the Water Capital Budget.

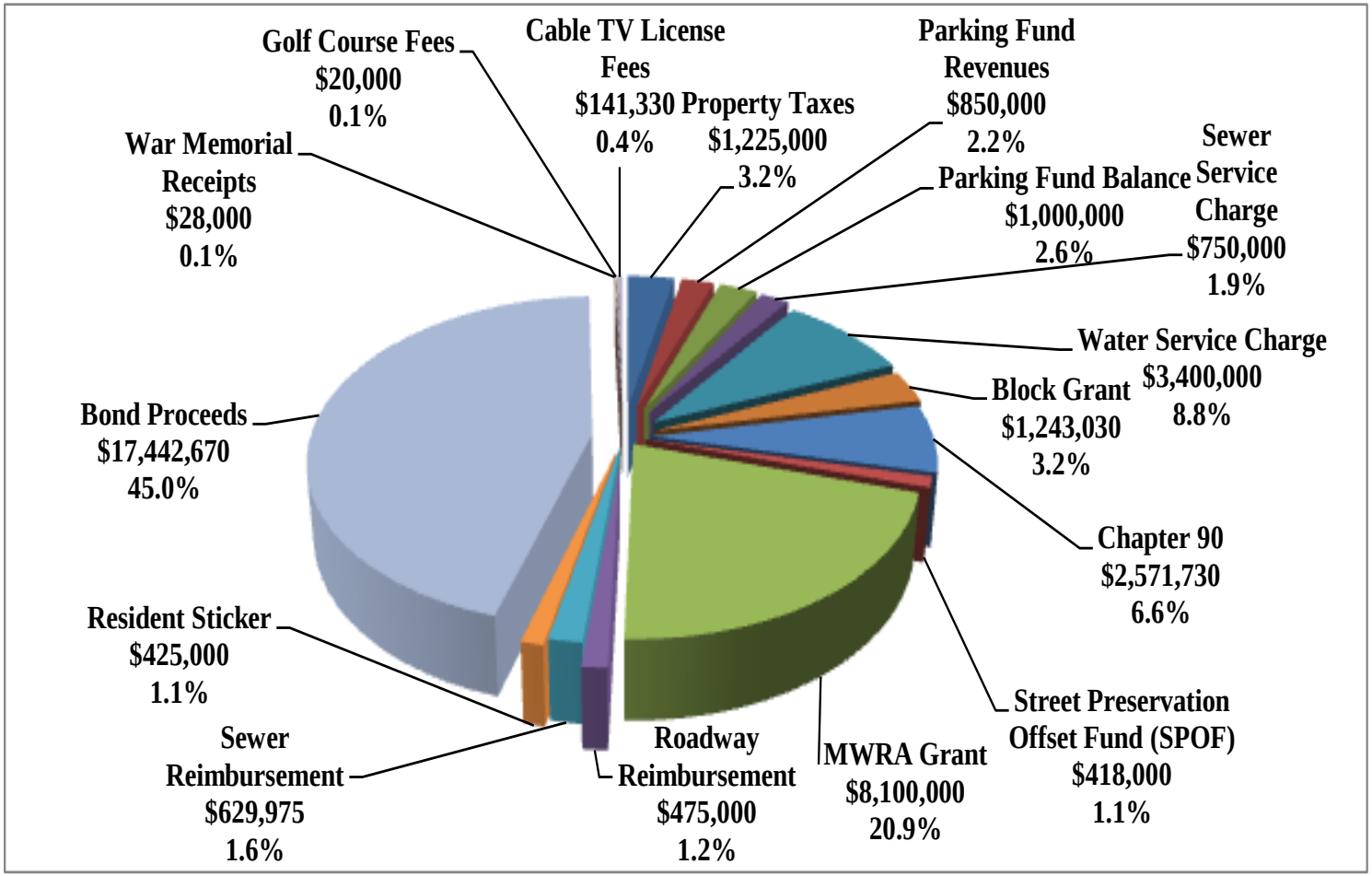
The Community Development Block Grant, Chapter 90, and golf course components of the financing plan are projected to remain stable over the next four years. The new revenue sources in the FY12 capital budget, Resident Sticker Revenues and War Memorial Receipts, will continue to make stable contributions to the capital budget over the next four years while the new revenue source in the FY13 Capital Budget, Cable TV License Fees, will make consistent contributions to future capital plans. Grants from the MWRA will provide funding for a portion of the Sewer Reconstruction budget for this period, particularly for the Fresh Pond / Alewife project. The figures shown for bond-financed projects relate to appropriations, with the amount of bonds issued in future years determined by the cash flow requirements of the projects. Projects to be funded from Bond authorizations include several sewer reconstruction projects ($107,260,905), improvements to a soccer field at Danehy Park ($1,150,000), improvements to several parks including Sacramento Field, Hurley Tot Lot and the Cambridge Common ($2,750,000), renovations to City buildings ($750,000) and rebuilding one elementary school ($73,000,000).

PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2013



GRAND TOTAL $38,719,735

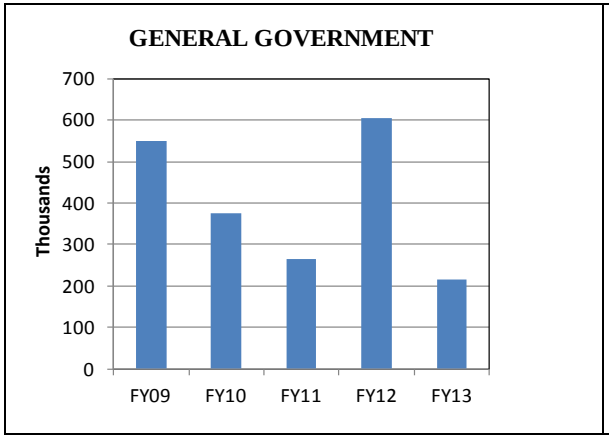
PUBLIC INVESTMENT FINANCING PLAN
FISCAL YEAR 2013

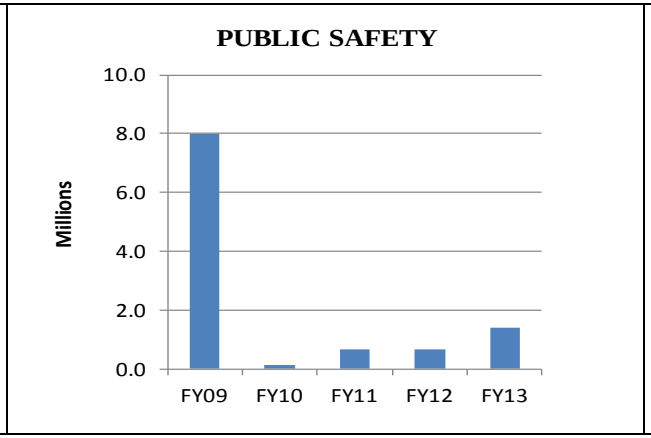


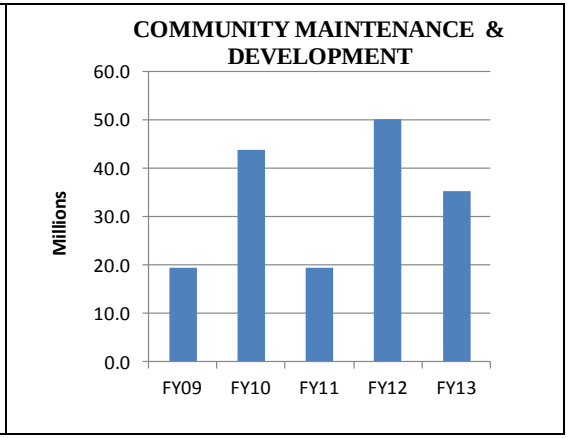
GRAND TOTAL $38,719,735

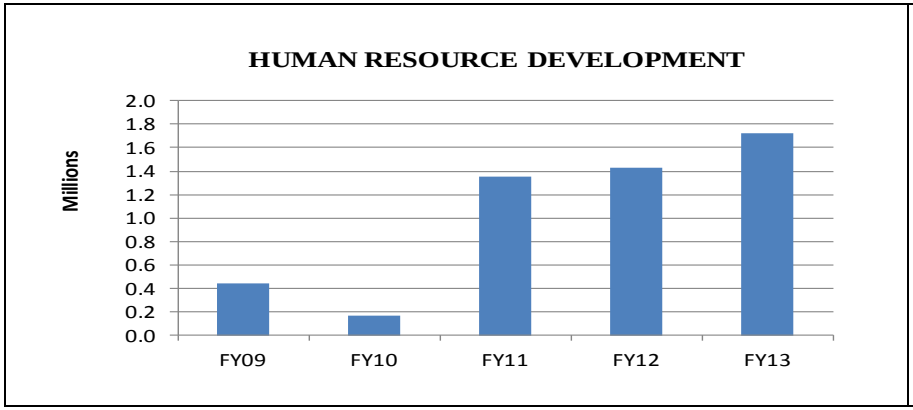
PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEARS 2009-2013

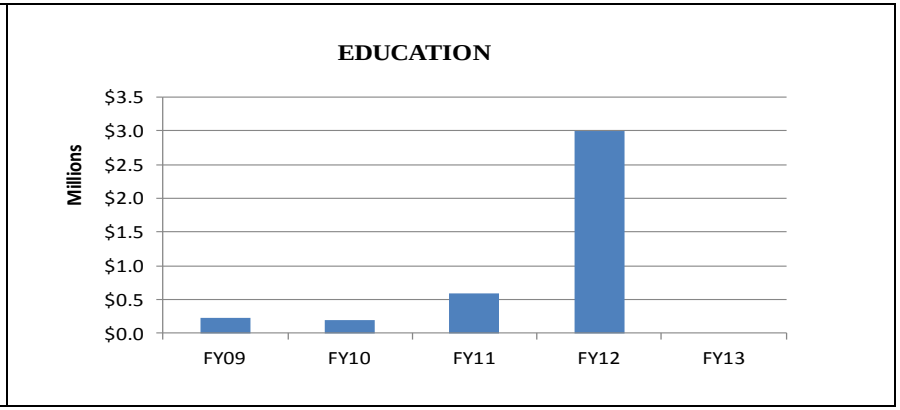
FISCAL YEAR	GENERAL GOVERNMENT	PUBLIC SAFETY	COMMUNITY MAINTENANCE & DEVELOPMENT	HUMAN RESOURCE DEVELOPMENT	EDUCATION
FY09	$550,000	$7,985,000	$19,366,615	$440,000	$225,000
FY10	$375,000	$130,000	$43,775,780	$170,000	$200,000
FY11	$265,000	$675,000	$19,490,015	$1,355,000	$600,000
FY12	$605,000	$680,000	$50,249,525	$1,433,000	$3,000,000
FY13	$215,000	$1,380,000	$35,401,735	$1,723,000	$0











PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION PROJECT	CURRENT ALLOTMENTS	3/31/12 EXPENDITURES	3/31/12 ENCUMBRANCES	3/31/12 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT					
Cable TV	$1,690	$ 933	$ -	$757	$ 141
Finance/Management Information Systems	2,481	669	428	1,384	215
General Services/Telephones	4	4	-	-	-
PUBLIC SAFETY					
Fire Vehicles/Equipment/Bldg. Renovations	645	264	271	110	1,270
Police Equipment/Bldg. Renovations	494	47	301	146	75
Emergency Communications Equipment	5,522	4,131	1,351	40	-
Traffic/Parking Improvements	1,186	115	87	984	500
Street Light Conversion	89	23	-	66	35
COMMUNITY MAINTENANCE & DEV.					
Sewer Reconstruction	94,680	16,334	27,995	50,351	17,038
Housing Rehab & Development	4,767	2,835	729	1,203	807
Neighborhood Stabilization	176	-	-	176	-
Streets, Sidewalks, Trees, Lighting	19,990	6,173	4,585	9,232	10,197
Water System Improvements	5,340	1,732	604	3,004	3,400
Public Building Renovations	23,926	2,116	345	21,465	2,278
Public Art	348	35	238	75	30
Business Rehab/Development/Training	3,108	619	122	2,367	536
Public Works Equipment	41	25	13	3	-
Historical Restorations	10	8	-	2	-
Energy/Transportation Improvements	2,007	19	1	1,987	475
HUMAN RESOURCE DEVELOPMENT					
Library Renovations	148	33	23	92	-
Parks & Recreational Facilities	6,754	945	123	5,686	1,673
Neighborhood Centers	148	13	27	108	-
Accessibility Improvements	177	4	76	97	50
EDUCATION					
School Equipment/Bldg. Renovations	28,009	18,433	4,108	5,468	-
GRAND TOTAL	**$201,740**	**$55,510**	**$41,427**	**$104,803**	**$38,720**

SUMMARY 2013-2017 APPROPRIATION PLAN

	FY13	FY14	FY15	FY16	FY17	TOTAL
GENERAL GOVERNMENT						
Acquisition of Personal Computers	$70,000	$70,000	$70,000	$70,000	$70,000	$350,000
Technology Upgrades/Enhancements	145,000	500,000	200,000	500,000	200,000	1,545,000
	$215,000	$570,000	$270,000	$570,000	$270,000	$1,895,000
PUBLIC SAFETY						
Fire Vehicles/Equipment	$1,245,000	-	$425,000	-	$450,000	$2,120,000
Fire Station Renovations	25,000	25,000	25,000	25,000	25,000	125,000
Police Station Building Systems	75,000	75,000	75,000	75,000	75,000	375,000
Replacement of Street Lights/Poles	35,000	-	35,000	-	35,000	105,000
	$1,380,000	$100,000	$560,000	$100,000	$585,000	$2,725,000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	$2,278,000	$960,000	$175,000	$210,000	$175,000	$3,798,000
Energy and Transportation Improvements	425,000	425,000	425,000	425,000	425,000	2,125,000
Street/Sidewalk Reconstruction	4,214,730	2,876,730	2,876,730	2,876,730	2,876,730	15,721,650
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Waverly Street Path Construction	332,000	-	-	-	-	332,000
Cambridge Common Improvement Project	-	1,700,000	-	-	-	1,700,000
Cable Equipment	141,330	141,330	141,330	141,330	141,330	706,650
Design/ North Massachusetts Avenue	250,000	-	-	-	-	250,000
Bike Rack Program	50,000	50,000	50,000	50,000	50,000	250,000
Sewer Reconstruction	17,037,645	30,124,490	45,065,375	47,529,355	5,641,685	145,398,550
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Water System Improvements	3,400,000	3,500,000	3,350,000	3,250,000	3,250,000	16,750,000
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Kendall Square Surface Improvements	5,000,000	-	-	-	-	5,000,000
Façade Improvement Program	100,000	100,000	100,000	100,000	100,000	500,000
Employment Program Fund	355,000	355,000	355,000	355,000	355,000	1,775,000
Housing Rehab & Development	807,030	807,030	807,030	807,030	807,030	4,035,150
Neighborhood Business Development	81,000	81,000	81,000	81,000	81,000	405,000
Public Art Conservation Fund	30,000	30,000	30,000	30,000	30,000	150,000
	$35,401,735	$42,050,580	$54,356,465	$56,755,445	$14,832,775	$203,397,000

SUMMARY 2013-2017 APPROPRIATION PLAN (CONTINUED)

	FY13	FY14	FY15	FY16	FY17	TOTAL
HUMAN RESOURCE DEV.						
Parks and Recreation	$1,673,000	$1,133,000	$83,000	$83,000	$1,233,000	$4,205,000
Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	250,000
	$1,723,000	$1,183,000	$133,000	$133,000	$1,283,000	$4,455,000
EDUCATION						
School Equipment/Renovations	-	$73,000,000	-	-	-	$73,000,000
	-	$73,000,000	-	-	-	$73,000,000
GRAND TOTAL	**$38,719,735**	**$116,903,580**	**$55,319,465**	**$57,558,445**	**$16,970,775**	**$285,472,000**

DETAIL 2013-2017 FINANCING PLAN

	FY13	FY14	FY15	FY16	FY17	TOTAL
GENERAL GOVERNMENT						
Property Taxes	$215,000	$570,000	$270,000	$570,000	$270,000	$1,895,000
	$215,000	$570,000	$270,000	$570,000	$270,000	$1,895,000
PUBLIC SAFETY						
Property Taxes	$135,000	$100,000	$560,000	$100,000	$585,000	$1,480,000
Bond Proceeds	1,245,000	-	-	-	-	1,245,000
	1,380,000	$100,000	$560,000	$100,000	$585,000	$2,725,000
COMMUNITY MAINT. & DEV.						
Property Taxes	$740,000	$745,000	$710,000	$745,000	$710,000	$3,650,000
Parking Fund Revenues	850,000	850,000	850,000	850,000	850,000	4,250,000
Parking Fund Balance	1,000,000	-	-	-	-	1,000,000
Sewer Service Charge	750,000	1,000,000	1,500,000	2,000,000	2,000,000	7,250,000
Water Service Charge	3,400,000	3,500,000	3,350,000	3,250,000	3,250,000	16,750,000
Block Grant	1,243,030	1,243,030	1,243,030	1,243,030	1,243,030	6,215,150
Chapter 90	2,571,730	2,571,730	2,571,730	2,571,730	2,571,730	12,858,650
Street Preservation Offset Fund	418,000	-	-	-	-	418,000
Roadway Reimbursement	475,000	-	-	-	-	475,000
MWRA Grant	8,100,000	13,600,000	1,000,000	-	-	22,700,000
Sewer Reimbursement	629,975	-	-	-	-	629,975
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Cable License Fees	141,330	141,330	141,330	141,330	141,330	706,650
Bond Proceeds	14,657,670	17,974,490	42,565,375	45,529,355	3,641,685	124,368,575
	$35,401,735	$42,050,580	$54,356,465	$56,755,445	$14,832,775	$203,397,000
HUMAN RESOURCE DEV.						
Property Taxes	$135,000	$85,000	85,000	85,000	$85,000	$475,000
Golf Course Fees	20,000	20,000	20,000	20,000	20,000	100,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Bond Proceeds	1,540,000	1,050,000	-	-	1,150,000	3,740,000
	$1,723,000	$1,183,000	$133,000	$133,000	$1,283,000	$4,455,000
EDUCATION						
Bond Proceeds	-	$73,000,000	-	-	-	$73,000,000
	-	$73,000,000	-	-	-	$73,000,000
GRAND TOTAL	**$38,719,735**	**$116,903,580**	**$55,319,465**	**$57,558,445**	**$16,970,775**	**$285,472,000**

SUMMARY 2013-2017 FINANCING PLAN

	FY13	FY14	FY15	FY16	FY17	TOTAL
Property Taxes	$1,225,000	$1,500,000	$1,625,000	$1,500,000	$1,650,000	$7,500,000
Parking Fund Revenues	850,000	850,000	850,000	850,000	850,000	4,250,000
Parking Fund Balance	1,000,000	-	-	-	-	1,000,000
Sewer Service Charge	750,000	1,000,000	1,500,000	2,000,000	2,000,000	7,250,000
Water Service Charge	3,400,000	3,500,000	3,350,000	3,250,000	3,250,000	16,750,000
Block Grant	1,243,030	1,243,030	1,243,030	1,243,030	1,243,030	6,215,150
Chapter 90	2,571,730	2,571,730	2,571,730	2,571,730	2,571,730	12,858,650
Street Preservation Offset Fund (SPOF)	418,000	-	-	-	-	418,000
MWRA Grant	8,100,000	13,600,000	1,000,000	-	-	22,700,000
Roadway Reimbursement	475,000	-	-	-	-	475,000
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Bond Proceeds	17,442,670	92,024,490	42,565,375	45,529,355	4,791,685	202,353,575
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Golf Course Fees	20,000	20,000	20,000	20,000	20,000	100,000
Cable TV License Fees	141,330	141,330	141,330	141,330	141,330	706,650
Sewer Reimbursement	629,975	-	-	-	-	629,975
GRAND TOTAL	**$38,719,735**	**$116,903,580**	**$55,319,465**	**$57,558,445**	**$16,970,775**	**$285,472,000**

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Acquisition of Personal Computers	$70,000	$70,000	$70,000	$70,000	$70,000	$350,000
Technology Upgrades/Enhancements	145,000	500,000	200,000	500,000	200,000	1,545,000
	$215,000	$570,000	$270,000	$570,000	$270,000	$1,895,000

	FIVE YEAR REVENUE PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Property Taxes	$215,000	$570,000	$270,000	$570,000	$270,000	$1,895,000
	$215,000	$570,000	$270,000	$570,000	$270,000	$1,895,000

PUBLIC INVESTMENT FUND	BUDGET
FY13	$70,000
FY14	$70,000
FY15	$70,000
FY16	$70,000
FY17	$70,000
	$350,000

STATUS OF PRIOR YEAR PROJECTS. In the past 15 capital budgets, a total of $2,790,000 has been allocated to purchase networked Windows-based computers. The purchase of these computers has enabled City employees to access from their desktops the most powerful software available. It has been essential that employees have state-of-the-art equipment to accommodate the installation of the various PeopleSoft applications, including Human Resources, Payroll and Financial Systems. At the beginning of this process, the City set the goal of acquiring 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of $400,000 per year to $100,000 in FY02-04, with the FY05-12 allocations ranging from $50,000 to $75,000. Savings from these reductions have been allocated to other areas of technology to enable the City to keep pace with technological advances that are constantly occurring in the computer industry. In FY07 an additional $450,000 in Free Cash was allocated to cover a onetime citywide upgrade of Microsoft Office Windows and Email Software to version 2007.

FY13 FUNDING. The allocation of $70,000 for FY13 will provide funds to continue the replacement of obsolete personal computers and servers.

IMPACT ON OPERATING BUDGET. By setting aside these funds in each capital budget, the City ensures that its personnel will have access to the most advanced computer technology that is available, which contributes to a high level of productivity among City employees. There is no direct financial or personnel impact on the operating budget.

FY14-17 FUNDING. It has been determined that, by continuing to fund this program at a level of $70,000 for the next four years, the City will be able to meet the needs of all employees who rely on technology to perform their duties and obtain information and services from City government.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$145,000
FY14	$500,000
FY15	$200,000
FY16	$500,000
FY17	$200,000
	$1,545,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has placed a high priority on upgrading the many management information/technology systems that are used in every City department. Bond proceeds have financed large projects such as the acquisition and installation of a new financial system and all phases of the Fiber Optic Infrastructure Project, while Property Taxes and Free Cash have financed several smaller projects, including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago. The FY11 supplemental allocation of $325,000 for Innovation Projects has been used for the Google Search and Translation implementation and the launch of the new iReport iOS and Android mobile applications. Additional innovative projects are being planned as part of the formal strategic planning effort. A public meeting, called IT World Café, is planned for May 2012, which will encourage input from the public with regard to strategic planning concerning technology. From the FY12 allocation of $535,000 several projects were funded, which included: an upgrade of the PeopleSoft Financial and Human Service systems; implementation of the Online Permit System for Inspectional Services, which is an extension of the Cambridge Request System (CRS) application; upgrades to City, Police and CDD websites, using the new Sitecore Content Management system; upgrades to the City fiber optic network by replacing obsolete equipment; and enhancements to the GIS Web tools for public access to City infrastructure assets.

FY13 FUNDING. An allocation of $145,000 in property taxes, which is $390,000 less than FY12, will fund the continued upgrade of department websites, introducing more mobile websites and mobile applications, upgrade of the City fiber optic and VoIP network, and enhancements to the GIS Web tools for public access to more user friendly maps.

IMPACT ON OPERATING BUDGET. By providing funds for development of the programs described in the section above, the City provides its staff with additional resources required to perform their responsibilities at a high level of productivity. There is no direct financial or personnel impact on the operating budget.

FY14-17 FUNDING Funds have been allocated in future capital budgets to continue upgrades to the website, CRS, on-line Permitting and GIS systems, as well as to the PeopleSoft systems. All applications that still reside on the VAX mainframe continue to be moved to the Web. Many improvements are under consideration to further extend City Government Services via the Web. Projects include additional Online Payment, Improved Video on Demand capability, and more communication and interaction with the public using the latest technology, such as Web and Mobile Applications.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: PUBLIC SAFETY

	FIVE YEAR APPROPRIATION PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Fire Vehicles/Equipment	$1,245,000	-	$425,000	-	$450,000	$2,120,000
Fire Station Renovations	25,000	25,000	25,000	25,000	25,000	125,000
Police Station Building Systems	75,000	75,000	75,000	75,000	75,000	375,000
Replacement of Street Lights/Poles	35,000	-	35,000	-	35,000	105,000
	$1,380,000	$100,000	$560,000	$100,000	$585,000	$2,725,000

	FIVE YEAR REVENUE PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Property Taxes	$135,000	$100,000	$560,000	$100,000	$585,000	$1,480,000
Bond Proceeds	1,245,000	-	-	-	-	1,245,000
	$1,380,000	$100,000	$560,000	$100,000	$585,000	$2,725,000

PUBLIC INVESTMENT FUND	BUDGET
FY13	$1,245,000
FY14	-
FY15	$425,000
FY16	-
FY17	$450,000
	$2,120,000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of $8,630,605 has been set aside to fund the replacement of fire vehicles and equipment on a timely and cost-effective basis. At the beginning of this program, the City established a policy that recognized the importance of replacing obsolete pieces of equipment when the need arises, and has consistently allocated a combination of Property Taxes and Free Cash to implement this policy. In order to ensure that funds are allocated to those needs with the highest priority, the staff of the Fire Department conducts an annual survey of all equipment to determine the condition of each piece and makes recommendations to the Fire Chief concerning capital budget requests. FY12 funding in the amount of $80,000 was used to fund the replacement of two vehicles. $45,000 was used to replace a six year old Paramedic Squad van. This vehicle carries Firefighters and Paramedics with all of the necessary equipment needed to provide Advanced Life Support (ALS) care for many different types of medical emergencies. $35,000 was used to replace one of the two emergency response vehicles that were older than six years and used 24 hours a day, seven days a week, by on duty division deputy chiefs, who respond to emergency calls throughout the city with the fire companies.

FY13 FUNDING. $1,245,000 in Bond Proceeds will provide funding for the replacement of two vehicles. The new Fire Ladder Truck 3 ($830,000) will replace the 1994 ladder truck, and will be equipped with thermal imaging cameras and all equipment needed for the rapid intervention team. This 2012 diesel engine will be more efficient and release fewer emissions. A 2012 1250 gallon pumper ($415,000) will replace an existing 1991 pumper. This vehicle carries fire hose, medical supplies, specialized equipment and will have efficient emission controls and energy saving features.

IMPACT ON OPERATING BUDGET. By replacing the vehicles described above, there will be a savings of fuel and a reduction in emissions by using more fuel efficient vehicles. The maintenance personnel of the Fire Department will also spend less time and funds servicing older vehicles.

FY14-17 FUNDING. Additional allocations from Property Tax Revenues to fund the purchase of other large pieces of fire apparatus are under review as part of the City's plan to continue the replacement of fire vehicles and related equipment. In addition, it is important to note that certain pieces of equipment are funded in the Extraordinary Expenditures account in the Fire Department operating budget. The process described above will ensure that available funds are allocated to the most serious needs of the Department.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$25,000
FY14	$25,000
FY15	$25,000
FY16	$25,000
FY17	$25,000
	$125,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, a combination of Bond Proceeds and General Fund revenues have financed improvements to several fire stations, with the $1,000,000 allocated in the FY09 Capital Budget for a wide range of interior renovations to the Lafayette Square Fire Station and Fire Headquarters being the largest allocation. An allocation of $515,000 in Bond Proceeds was made to this project in FY12 and will be used in FY12 to fund stair replacement and bathroom renovations at Engine 5 in Inman Square. The window replacement project at Engine 3 in East Cambridge is expected to start in the spring of 2012. Other miscellaneous renovations at fire houses, including window replacement at Engine 6 (River Street), walls and stairway at Engine 2 (Lafayette Square) and other various projects will commence in the spring.

FY13 FUNDING. $25,000 in Property Tax Revenue will be allocated to this cost center in FY13 for miscellaneous renovations and repairs at various stations. Utilizing the in-house public construction carpentry crew has enabled the department to complete small projects in a timely fashion, in an effort to prevent these delayed maintenance items from becoming large capital projects.

IMPACT ON OPERATING BUDGET. Savings will be realized in the building maintenance and energy accounts in the operating budget and a better work environment will be provided to employees of the facilities.

FY14-17 FUNDING. $25,000 in future allocations to this cost center will be used for capital repairs to existing stations.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$75,000
FY14	$75,000
FY15	$75,000
FY16	$75,000
FY17	$75,000
	$375,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of $25,000 in Property Taxes was used for minor capital repairs, major cleaning projects, infrastructure maintenance and elevator repairs. This included: interior painting, carpet replacement and repair to the marble foyer area and entry way.

FY13 FUNDING. $75,000 in Property Tax Revenue has been allocated to fund the following projects:

- **Maintenance for the Universal Power Supply, $50,000**. Funding will be used to purchase replacement batteries for the Universal Power Supply (UPS), which will continue to cover maintenance and warranty protection for the system. This system supports runtime in the event of power outages and requires power supply to operate critical systems.

- **Maintenance of Robert W. Healy Public Safety Facility, $25,000.** Funding will be used to ensure the maintenance of the building, including minor repairs, major cleaning projects, infrastructure maintenance and elevator modernization.

IMPACT ON OPERATING BUDGET. This allocation will allow projects to be funded which otherwise would lead to more expensive repairs if left undone. The City completed this $62 million project in FY09 and this allocation will protect this major asset from declining into disrepair.

FY14-17 FUNDING. Future funding is being scheduled to cover ongoing minor capital repairs at the Robert W. Healy Public Safety Facility and the ability to maintain the UPS battery and elevator replacement plan.

FY13	**$35,000**
FY14	**-**
FY15	**$35,000**
FY16	**-**
FY17	**$35,000**
	$105,000

STATUS OF PRIOR YEAR PROJECTS. An appropriation of $600,000 was made to this cost center in FY04 to provide funds for the maintenance and repair of the street lights the City purchased from NSTAR. These funds enabled the City to repair the streetlights daily as well as schedule pole relocations, removals, changes and upgrades on a timely basis. This appropriation has been used to purchase the bucket trucks and a crane truck required to perform these functions, as well as poles, other equipment, technical and engineering services, replacement fixtures and parts, bulbs and other related items. By implementing this program, the City has significantly decreased the time it takes to repair lights. Existing balances in capital projects allowed the continuation of the replacement of steel street light poles with aluminum poles. This is a continuation of a project to replace existing aging poles for safety reasons. As of the end of FY12, a total of 164 poles out of 440 original metal street light poles will have been changed at various locations throughout the City.

FY13 FUNDING. An allocation of $35,000 from Property Tax revenue to this cost center in FY13 will be used to continue the replacement of approximately 35 steel street light poles with aluminum poles. Many of the steel poles have deteriorated and need replacement. During this period, the City will also evaluate a more energy efficient lamping replacement program for its street lights.

IMPACT ON OPERATING BUDGET. By setting aside funds to replace aging street light poles, the City is taking additional steps to reduce time spent maintaining the existing poles as well as ensuring a high level of public safety for its citizens.

FY14-17 FUNDING. $35,000 in future allocations to this cost center will be used to continue replacing approximately 35 steel street light poles with aluminum poles on an ongoing basis.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Public Building Renovations	$2,278,000	$960,000	$175,000	$210,000	$175,000	$3,798,000
Energy and Transportation Improvements	425,000	425,000	425,000	425,000	425,000	2,125,000
Street/Sidewalk Reconstruction	4,214,730	2,876,730	2,876,730	2,876,730	2,876,730	15,721,650
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Waverly Street Path Construction	332,000	-	-	-	-	332,000
Cambridge Common Improvement Project	-	1,700,000	-	-	-	1,700,000
Cable TV Equipment	141,330	141,330	141,330	141,330	141,330	706,650
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Water System Improvements	3,400,000	3,500,000	3,350,000	3,250,000	3,250,000	16,750,000
Sewer Reconstruction	17,037,645	30,124,490	45,065,375	47,529,355	5,641,685	145,398,550
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Design/ North Massachusetts Avenue	250,000	-	-	-	-	250,000
Kendall Square Surface Improvements	5,000,000	-	-	-	-	5,000,000
Bike Rack Program	50,000	50,000	50,000	50,000	50,000	250,000
Façade Improvement Program	100,000	100,000	100,000	100,000	100,000	500,000
Employment Program Fund	355,000	355,000	355,000	355,000	355,000	1,775,000
Housing Rehab & Development	807,030	807,030	807,030	807,030	807,030	4,035,150
Neighborhood Business Development	81,000	81,000	81,000	81,000	81,000	405,000
Public Art Conservation Fund	30,000	30,000	30,000	30,000	30,000	150,000
	$35,401,735	$42,050,580	$54,356,465	$56,755,445	$14,832,775	$203,397,000

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

	FIVE YEAR REVENUE PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Property Taxes	$740,000	$745,000	$710,000	$745,000	$710,000	$3,650,000
Parking Fund Revenues	850,000	850,000	850,000	850,000	850,000	4,250,000
Parking Fund Balance	1,000,000					1,000,000
Sewer Service Charge	750,000	1,000,000	1,500,000	2,000,000	2,000,000	7,250,000
Water Service Charge	3,400,000	3,500,000	3,350,000	3,250,000	3,250,000	16,750,000
Block Grant	1,243,030	1,243,030	1,243,030	1,243,030	1,243,030	6,215,150
Chapter 90	2,571,730	2,571,730	2,571,730	2,571,730	2,571,730	12,858,650
Street Preservation Offset Fund (SPOF)	418,000	-	-	-	-	418,000
Sewer Reimbursement	475,000	-	-	-	-	475,000
Roadway Reimbursement	629,975	-	-	-	-	629,975
MWRA Grant	8,100,000	13,600,000	1,000,000	-	-	22,700,000
Cable TV License Fees	141,330	141,330	141,330	141,330	141,330	706,650
Resident Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Bond Proceeds	14,657,670	17,974,490	42,565,375	45,529,355	3,641,685	124,368,575
	$35,401,735	$42,050,580	$54,356,465	$56,755,445	$14,832,775	$203,397,000

PUBLIC INVESTMENT FUND	BUDGET
FY13	$2,278,000
FY14	$960,000
FY15	$175,000
FY16	$210,000
FY17	$175,000
	$3,798,000

STATUS OF PRIOR YEARS PROJECTS. The total allocation for building renovations in FY12 was $1,585,000. This was used for design, engineering services and construction of the Ryan Garage and Simard Building Roof Replacement at the Public Works Facility as well as to assess the installation of a renewable energy system. $50,000 was used for duct cleaning of the HVAC systems in several public buildings and $25,000 was used for the Moore Youth Center kitchen renovation. The $25,000 allotment for carpets and furnishing was used for new flooring in the Animal Commission and an area at Community Development, as well as new office furniture for the Peace Commission.

FY13 FUNDING. An allocation of $2,100,000 in Bond Proceeds and $178,000 in Property Tax Revenue will fund the following projects.

● **City Hall Slate Roof Replacement, $2,000,000.** Funding from bond proceeds will be used for design and engineering services and construction of the roof replacement. This will address the multitude of roof leaks due to slate failure. The work will include the replacement of the slate fastening system, replacement of the valley flashing, and replacement of the snow guards that were not addressed during the gutter replacement project. This work will help preserve the historic structure and interior environment of City Hall.

● **Ryan Garage and Simard Building Roof Replacement, $100,000.** In FY12, funds were appropriated for the roof replacement project. An in depth structural investigation of the roof to identify upgrades needed for the Ryan Garage was subsequently completed. This funding will cover the additional costs to address structural issues.

● **Flooring and Furnishings, $25,000.** This funding will be used to continue addressing the carpet, flooring and furnishing needs in City buildings. The FY13 funding will be allocated to include the Election Commission and License Commission carpet replacements.

● **Capital Needs Assessment, $75,000.** This funding will be used to assess the condition of HVAC systems in 36 non-school buildings and provide a recommended replacement plan based on health and safety issues, useful life expectancy, repair history and energy efficiency of those systems. The analysis will be conducted with site visits, reviews of repair records and interviews with facilities staff. It is anticipated that the report will lead to capital requests for equipment upgrades in future years.

- **Furnishings for Area IV and Gately Youth Centers, $48,000.** This funding will be used for design services and new furniture for the Area IV Youth Center, and for stackable chairs for the Gately Youth Center to meet programming needs.

- **Frisoli Youth Center Restroom Floor Replacement, $30,000**. This funding will be used to replace the existing restroom floor tiles in the youth center and day care center, with a poured sealed floor. This will aid in maintaining the sanitary condition of the restrooms.

IMPACT ON OPERATING BUDGET: Funds allocated to this cost center will reduce maintenance costs.

FY14-17 FUNDING: Future year allocations will include HVAC improvements at various buildings and the repointing of the exterior bricks at the McCusker Building. In addition, funding has been allocated to continue carpet and furniture replacement.

FY13	**$425,000**
FY14	**$425,000**
FY15	**$425,000**
FY16	**$425,000**
FY17	**$425,000**
	$2,125,000

STATUS OF PRIOR YEARS PROJECTS. In FY12 the City allocated $780,000 from FY11 and FY12 Resident Parking Sticker rate increases to fund energy efficiency and sustainable transportation initiatives. $180,000 was allocated for energy efficiency projects at municipal buildings and $220,000 for school buildings. These projects include lighting upgrades at the Coffon Building, Cambridge Cemetery, Engine 8/Taylor Square and Fire Headquarters and improvements to HVAC systems in additional buildings. $280,000 was allocated toward the bike share program and continued outreach activities ($100,000) aimed at reducing greenhouse gas emissions.

In FY12, the City also completed energy efficiency projects funded by a $283,770 State Green Communities grant. The grant funded installation of variable speed drives at the Haggerty School, variable speed drives and direct digital controls for the heating, cooling and ventilation systems at the Area 4 and Frisoli Youth Centers and lighting upgrades and occupancy sensors at the Morse School, the High School Field House, the Media Arts Studio/Solomon Garage and three buildings at the Public Works facility at 147 Hampshire Street.

FY13 FUNDING A total of $145,000 from Resident Parking Sticker revenues will fund additional energy efficiency projects, including $75,000 for municipal buildings and $70,000 for school buildings. An additional $280,000 will be allocated towards the bike share program contract for year two.

IMPACT ON OPERATING BUDGET. The projects will result in savings in energy budgets and maintenance costs.

FY14-17 FUNDING. Resident Parking Sticker revenue is anticipated to fund $425,000 toward the bike share program along with the continuation of outreach activities and energy efficiency improvements to City facilities.

FY13	**$4,214,730**
FY14	**$2,876,730**
FY15	**$2,876,730**
FY16	**$2,876,730**
FY17	**$2,876,730**
	$15,721,650

STATUS OF PRIOR YEAR PROJECTS. In FY12 the City appropriated $4,445,135 for street and sidewalk work throughout the City. This figure included $1,995,135 from MassDOT, $450,000 towards the miscellaneous sidewalk program and $2,000,000 in General Obligation Bonds. Of the streets identified for reconstruction, all are presently included in construction contracts and work will continue at these locations throughout the 2012/2013 construction seasons.

FY13 FUNDING. This year the City will receive $2,571,730 from MassDOT through its Chapter 90 program. The Department will further appropriate $750,000 from the Parking Fund Balance and $475,000 in funds from roadway reimbursements. $418,000 in Street Preservation Offset Funds (SPOF) revenue will also be appropriated towards the Department of Public Works' miscellaneous sidewalk program.

Construction	From	To	Cost	Description
Mount Auburn Street	Gibson Street	Fresh Pond Pky.	$515,000	Roadway & Sidewalks
Massachusetts Avenue	Beech Street	Russell Street	$390,000	Roadway & Sidewalks
Tufts Street	Pearl Street	Magazine Street	$300,000	Roadway & Sidewalks
Mason Street	Garden Street	Brattle Street	$500,000	Roadway & Sidewalks
Second Street	Gore Street	Rogers Street	$200,000	Roadway & Sidewalks
Blackstone Street	River Street	Western Avenue	$515,000	Roadway & Sidewalks
Boardman Street	Broadway	Harvard Street	$75,576	Roadway & Sidewalks
Longfellow Road	Street	Cul De Sac	$76,154	Roadway & Sidewalks
Temple Street	Mass Ave	Bishop Allen Drive	$157,000	Roadway & Sidewalks
Harvard Square Mount Auburn Street	JFK	Holyoke Street	$293,000	Roadway & Sidewalks
Massachusetts Avenue	Linnaean Street	Everett Street	$475,000	Roadway and Ramps
Miscellaneous Sidewalks			$418,000	Sidewalks
Design and Construction, Central Square Sidewalks Au Bon Pain & Sovereign Bank			$300,000	Sidewalks
			$4,214,730	**Total**

IMPACT ON OPERATING BUDGET. By allocating funds for the reconstruction of streets and sidewalks, the City is addressing the goal of providing a high level of public safety services to City residents as well as reducing street maintenance costs in the Public Works operating budget, and helping to improve the quality of life for those with disabilities.

FY14-17 FUNDING. It is expected that future allocations to this cost center will be comprised of Chapter 90 funds, Property Tax contributions and SPOF allocations.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$100,000
FY14	$100,000
FY15	$100,000
FY16	$100,000
FY17	$100,000
	$500,000

STATUS OF PRIOR YEAR PROJECTS. In the FY12 Capital Budget there was a $100,000 allocation for the pruning program. The allocation funded the ongoing phased program schedule of pruning over 3,000 trees in the City's open space inventory at City parks and the cemetery.

FY13 FUNDING. An allocation of $100,000 in Property Taxes will fund the ongoing program to perform structural pruning to approximately 600 trees in parks throughout the City and at the Cambridge Cemetery. The emphasis is on eliminating trees that present a high risk to public safety as well as overall tree health maintenance.

IMPACT ON OPERATING BUDGET. While this project does not have a direct financial or personnel impact on the operating budget, it addresses the goal of supporting outdoor physical activity for all age groups by encouraging use of the City's many parks while providing a safer and more aesthetically pleasing environment.

FY14-17 FUNDING. Funds have been included in future capital budgets to continue parks and cemetery tree pruning.

PUBLIC INVESTMENT FUND	BUDGET
FY13	**$332,000**
FY14	**-**
FY15	**-**
FY16	**-**
FY17	**-**
	$332,000

STATUS OF PRIOR YEAR PROJECTS. Funding in the amount of $100,000 was appropriated for design services in order to improve bicycle and pedestrian facilities in the area as part of the NECCO redevelopment project.

FY13 FUNDING. An allocation of $332,000 in Property Tax Revenue will be used to fund the reconnection of a section of the street with multi-modal access from Merriam Street to the intersection of Waverly, Erie and Albany Streets. This will complete a section of the path further linking Cambridgeport to the Grand Junction and the at-grade crossing at Fort Washington. MIT previously constructed a connecting section of path from Pacific Street to Merriam Street. Multi-modal connections were also extended when Purrington Street from Pacific Street to Cross Street was reconstructed.

IMPACT ON OPERATING BUDGET. This project does not have a direct financial or personnel impact on the operating budget.

FY14-17 FUNDING. No additional funding is required in future years.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$141,330
FY14	$141,330
FY15	$141,330
FY16	$141,330
FY17	$141,330
	$706,650

STATUS OF PRIOR YEAR PROJECTS. As part of the City's negotiation of the 10 year cable television license, Comcast agreed to pay $1,772,000 over ten years in capital funding for equipment to support the local Public, Educational and Government Cable TV stations. $500,000 was appropriated in year 1 (FY12) of the new cable license to purchase the live signal transmission equipment.

FY13 FUNDING. Future payments of $141,330 will be paid on an annual basis over the remaining nine years of the license. The second installment of the allocation will be used to purchase and install a media distribution system that will benefit both of the city's cable television stations, *22-CityView* and CCTV, as well as the Cambridge Public Schools and its educational cable station, CEA-TV. A media distribution system will provide live location and live channel streaming for the six PEG (Public, Education and Government) Channels. In addition, the system will address a significant need to deliver video and other media to classrooms across the district. The City has implemented a district-wide infrastructure improvement plan that brings state of the art network technology services into offices and classrooms across the city. Network speed has been enhanced, servers have been centralized and a reliable wireless network has been established system-wide. Combining the fiber connections that have been established among the PEG channels and other City fiber availability, this infrastructure will enable Video on Demand services, live broadcast of local events such as athletic games, performing arts and important community meetings, and streaming of channels to both internal networks and the Internet.

IMPACT ON OPERATING BUDGET. It is expected that this revenue will offset operating costs related to equipment purchases.

FY14-17 FUNDING. Funding will also be used toward the replacement of the master control broadcast system.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$250,000
FY14	-
FY15	-
FY16	-
FY17	-
	$250,000

STATUS OF PRIOR YEAR PROJECTS. No previous funding has been allocated to this project.

FY13 FUNDING. An allocation of $250,000 from the Parking Fund Balance will be used for the first phase of a design and community process on Mass. Avenue between Beech Street and Alewife Brook Parkway, to have this project included in the Transportation Improvement Program (TIP) to be funded for construction. The initial allocation of $250,000 will be used to complete a survey, collect data, initiate the public process and begin a conceptual design. The construction would likely include a full depth reconstruction of all, or parts of Mass. Ave.; sidewalk and utility upgrades, where needed; new LED lighting; street furniture; and new trees. During the process, analysis of accommodation for all modes of transportation would be completed. The design and community process is expected to take 2-3 years.

IMPACT ON OPERATING BUDGET. There is no direct impact on the operating budget as a result of this allocation.

FY14-17 FUNDING. Funds have not been allocated in future capital budgets for this project until the design phase has been completed and TIP funds have been committed.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$50,000
FY14	$50,000
FY15	$50,000
FY16	$50,000
FY17	$50,000
	$250,000

STATUS OF PRIOR YEAR PROJECTS. In FY11, 175 bicycle racks were installed using $29,800 in funding from the Energy Efficiency and Conservation Block Grants (EECBG) Program, a component of the American Recovery and Reinvestment Act (ARRA). In addition, in FY12, $96,480 from a MAPC (State) Reimbursement Program was used to purchase additional bike racks.

FY13 FUNDING. An allocation of $50,000 in Parking Fund Revenue will fund the procurement and installation of approximately 120 bicycle parking racks throughout the City. Locations are prioritized by a combination of an internal needs assessment and specific requests from the public. The 120 racks will be primarily installed in main business districts as well as small business districts in neighborhoods and at schools. In addition, funds will be expended for up to eight temporary (seasonal) bicycle parking corrals that take the place of on-street parking spaces. This is part of a five-year bicycle parking plan to install 600-750 bicycle parking racks.

IMPACT ON OPERATING BUDGET. While this project does not have a direct financial or personnel impact on the operating budget, it addresses the goal of providing bicycle users additional parking to meet demand.

FY14-17 FUNDING. Funds have been included in future capital budgets to continue installing bike racks throughout the City. With an increase in the number of cycling trips in Cambridge and an increase in the demand for bicycle parking, funding is required over the next five years as part of the 5-year Bicycle Parking Program.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$500,000
FY14	$500,000
FY15	$500,000
FY16	$500,000
FY17	$500,000
	$2,500,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has maintained the Parking Fund Balance at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking and Transportation (TPT) budget while still being able to fund the operating budget at the level required to provide necessary services. The FY12 Capital Budget included an allocation of $500,000. Of this total, $200,000 was budgeted for parking garage repairs. These funds will be used for concrete repairs, new water-proofing coatings and replacement of window infills at the Green Street Garage; and concrete, drain and stair repairs at the First Street Garage. Construction is scheduled to begin in Spring 2012. The $50,000 funded to support parking meters is being used to install pay stations in the City's parking lots in Central Square. The $250,000 of FY12 funds budgeted for traffic signal upgrades were used for the following projects:

- Six pole mounted traffic control cabinets were removed and new ground mounted control boxes installed to meet ADA requirements.

- Added exclusive left turn phasing at the intersection of Main and Vassar Streets.

FY13 FUNDING. $500,000 in Parking Fund Revenues have been allocated to fund the following projects:

- **Traffic Signal Repair and Upgrade: ($330,000).** These funds will be used to upgrade traffic signals including underground conduit repairs, upgrading controllers, and modifications to mast arms and signal heads. A portion of these funds will be used for signal improvements on streets that are scheduled for reconstruction.

- **Parking Garage Repair and Upgrade: ($100,000).** The requested funds will be used for emergency repairs needed in FY13 and for design and contract administration fees for the next phase of major garage repairs which will be performed in FY14. However, the development of the East Cambridge Courthouse may impact the extent of the repairs at the First Street Garage.

- **Parking Meters: ($70,000).** These funds will provide for additional single space meters in various locations in the City, replacement meter mechanisms, meter parts and collection equipment.

IMPACT ON OPERATING BUDGET. Funds have been allocated in the past several capital budgets to upgrade the City's traffic signal system to ensure that traffic flows throughout the City in a safe and efficient manner. Similarly, allocations for parking garage renovations are made to encourage use of the garages by the public, with the goal of providing safe and attractive facilities as well as maximizing revenues collected from these facilities.

FY14-17 FUNDING. Future allocations will fund traffic signal improvements and phased repairs at the City's two parking garages as recommended in the consultant engineer's First Street and Green Street Garages condition analysis report.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$3,400,000
FY14	$3,500,000
FY15	$3,350,000
FY16	$3,250,000
FY17	$3,250,000
	$16,750,000

STATUS OF PRIOR YEAR PROJECTS. The Water Department rehabilitated over 5,000 feet of water mains on such streets as Portland Street, Cambridge Park Drive, Discovery Park and Forest Street; replaced over 20 lead water services and 50 valves; and eliminated 5,000 feet of parallel old cast iron pipe. In order to reduce energy usage and help achieve the Green Communities Act goal, the Department deferred $500,000 of FY12 proposed projects in order to initiate the implementation of several energy saving projects. These projects within the treatment plant include the replacement of current lighting with high efficiency LED lighting, replacement of the boiler and installation of variable frequency drives on the raw water pumps. These projects will be completed with the FY13 capital allocation. The debt service on the General Obligation bonds for the construction of the Walter J. Sullivan Water Purification Facility is fully paid by revenues from the water service charge. While debt service of this magnitude would normally have a significant impact on the water rate, the City has been able to mitigate this effect by using a portion of the retained earnings of the Water Enterprise Fund ($6,988,537 of June 30, 2011) to offset debt service costs. Current Water Service revenues of $2,750,000 supported a wide range of projects in FY12, including replacement of infrastructure components of the water distribution system in coordination with many City projects, continued implementation of the Fresh Pond Master Plan, US Geological Survey water quality monitoring in our reservoir system, and continued treatment facility instrumentation and equipment replacement.

FY13 FUNDING. The FY13 capital allocation is $650,000 higher than FY12, which is a direct result of the $847,175 reduction in debt cost due to the retirement of bonds issued for the construction of the water purification facility.

- **Energy Reduction Improvements ($1,100,000) -** These funds will be used for Raw Water Pump Variable Frequency Drives (VFDs) replacement ($490,000); Replacement HIF Interior lighting with LED ($205,000); and Installation of Solar Panels ($405,000).

- **Water Works Improvements to the Distribution System ($820,000) -** This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergencies and support to other departments. This will be accomplished through the annual Water Works Construction Contract and in-house capabilities.

- **Facility and Office Equipment and Process Improvements ($677,000) -** These funds will be used to replace plant systems, equipment and instrumentation ($36,500); Process Control and Regulatory Support Engineering Services ($20,000); the replacement of feed line to underground holding tank for finished water, for secondary

disinfection ($300,000); Chemical feed line replacement ($30,000); replacement of motors in pre-treatment storage tanks ($50,000); Process data and State Report records system upgrade ($50,000); Laboratory Information Management System (LIMS) upgrade ($50,000); Lab Equipment Replacement ($25,000); Re-build the circulation pumps ($10,000); seal & stripe treatment plant parking lot ($30,000); treatment plant tile floor replacement ($50,000); HVAC Spare Parts ($3,000); and PCs and Printers ($22,500).

- **Consulting Services ($13,000) -** These funds will be used for the Distribution Hydraulic Model upgrade.

- **Implementation of Fresh Pond Master Plan ($250,000) -** Funds have been included in this budget to cover the cost of various Reservation priorities to continue the implementation of the Fresh Pond Master Plan, such as drainage and pathway improvements and source water protection planning.

- **Reservoir Infrastructure Improvements and Maintenance ($145,000) -** These funds will be used for maintenance of the reservoir gauging stations ($95,000) and the upgrade of the gauging stations ($50,000).

- **Meter Replacement ($100,000) -** These funds will be used to cover the cost related to the replacement of water meters and Meter Transmission Units (MTUs).

- **Watershed Protection Planning and Hobbs Brook Dam Work ($170,000) -** These funds will be used for surveying and adding boundary markers to the Watershed Land and Stony Brook Conduit ($50,000); Removing vegetation from City owned easements ($50,000); Hazardous Materials Response Plan up-date and equipment up-grade & training ($50,000); and Specialized site plan review ($20,000).

- **Fresh Pond Reservation Improvements ($125,000) -** These funds will be used to pave a portion of the perimeter road and replace fencing to meet ADA requirements– Phase I ($100,000); and infrastructure improvements such as signage, benches and bubblers ($25,000).

IMPACT ON OPERATING BUDGET. By providing funds for capital improvements to the water system, the City has reduced the potential for major water main breaks and reduced the cost of repairing these breaks. Many of the improvements are made to enhance the quality of water provided to consumers.

FY14-17 FUNDING. Allocations of water service charges in future years will continue to provide funding for needed work in the Transmission/Distribution, Engineering/Administration, Treatment and Watershed areas.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$17,037,645
FY14	$30,124,490
FY15	$45,065,375
FY16	$47,529,355
FY17	$5,641,685
	$145,398,550

STATUS OF PRIOR YEAR PROJECTS. Design and construction projects associated with previous year appropriations continue throughout the City. This work includes the design of the removal of the remaining common manholes in separated areas of the City, the design and construction of the Western Avenue infrastructure and the design and construction of various sewer separation projects in the Agassiz and Alewife watershed. These projects are funded through a variety of funding sources including "pay as you go funds," General Obligation Bonds, loans and grants from the Massachusetts Resources Authority (MWRA) and loans from Massachusetts Water Pollution Abatement Trust (MWPAT). Due to the continued uncertainty with regard to state funding of the MWPAT program, future projections do not presume state financial assistance.

FY13 FUNDING. The total appropriation requested for FY13 is $17,037,645, which includes $7,557,670 in General Obligation Bonds, $8,100,000 from a MWRA Grant, $629,975 from sewer reimbursements and $750,000 from Sewer Service Charges. The majority of this funding is being appropriated to continue sewer separation and a stormwater management program in the Alewife area, with the remainder being used for city wide remedial reconstruction of existing systems.

CAM002/004 Alewife Watershed Sewer Separation and Stormwater Management Project: $15,657,670. The outfall project being built in the Alewife Reservation and through various properties in the Cambridge Park Drive area will be completed in the spring of 2013. The first sewer separation and stormwater management project in the Lakeview/Lexington/Standish neighborhood will begin in the summer of 2012. The appropriation requested for FY13 is to cover the construction of the second of the three separation projects in the Huron/Concord residential area and provides funding for the design of the third of the projects. The program will be completed by 2016. The second project will include the area between Vassal Lane and Concord Avenue east of Standish Street, while the final project will involve construction in the area between Bay State Road and Vassal Lane and include Concord Avenue. The community process associated with this program began in December 2010 and will continue until 2016 when the project will be complete and the sewer and drainage systems in the area are separated.

Remedial Construction: $750,000. This funding is used to maintain existing systems throughout the city. Activities that occur within this program include catch basin repair and replacement, miscellaneous sewer and drainage pipeline and manhole repair and replacement, lining of sewers, drains and manholes and the cleaning and inspection of our various drainage utility systems. These funds also include $150,000 for the second phase of the Climate Change Adaptation Plan.

CAM017 Cherry Street/South Mass Avenue: $629,975. The Department of Public Works is working with the Alexandria Development Group to construct a new stormwater outfall at Land Boulevard and Binney Street. This stormwater outfall will ultimately be used to separate sewer and drainage systems on Binney Street and will also service the various construction projects that the Alexandria Real Estate Equities will build in accordance with their special permit. The funds identified are being provided to the City by Alexandria to allow the City to construct the outfall as part of its ongoing Combined Sewer project at the Land/Binney intersection as well as the restoration work that will be required once the utility work has been completed. This project will benefit the Cherry Street/South Massachusetts Avenue area.

IMPACT ON OPERATING BUDGET. The Alewife sewer separation projects include a vegetated wetland in the Alewife Reservation together with rain gardens and pervious asphalt proposals in the neighborhoods. These wetland and rain garden systems will require maintenance in terms of sediment and trash removal and plant replacements. The pervious asphalt will require vacuum sweeping at least once or twice per year. The maintenance activities associated with these elements will include snow clearance for the raised bike lane and additional park maintenance for the various green systems to be constructed along the street.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$300,000
FY14	$300,000
FY15	$300,000
FY16	$300,000
FY17	$300,000
	$1,500,000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the comfort and safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands and other physical features which calm traffic and enhance safety. The Community Development Department coordinates traffic calming projects with scheduled street and sewer improvements planned by the Department of Public Works. This allows the most efficient use of resources and reduces the disruption to residents during construction. FY12 funds have been used to complete the design for Locke Street, Shea Street, Woodbridge Street, Meacham Street, Mt. Auburn Street, Waterhouse Street and the intersection of Irving and Scott Streets. Construction during FY12 included Locke, Shea, Woodbridge and Meacham Streets, and the beginning of construction at the intersection of Irving and Scott Streets and the intersection of Irving and Kirkland Streets.

FY13 FUNDING. An allocation of $300,000 from Parking Fund Revenues will be used for the design and engineering services and construction of traffic calming projects. Anticipated projects include the design of projects on Second Street, Longfellow Road and Thorndike Street. It will also include construction on Second Street and the intersections of Scott, Irving and Kirkland Streets.

IMPACT ON OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget. The implementation of concepts to improve the safety and comfort of citizens who are walking, biking and driving on the streets of Cambridge.

FY14-17 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

PUBLIC INVESTMENT FUND	BUDGET
FY13	**$5,000,000**
FY14	-
FY15	-
FY16	-
FY17	-
	$5,000,000

STATUS OF PRIOR YEAR PROJECTS. The design effort associated with the Kendall Square surface infrastructure project continues**.** DPW and CDD continue to work with the community design committee in developing the final design for the reconstruction of Kendall Square between Broadway and Ames Street.

FY13 FUNDING. The appropriation of $5,000,000, funded from Bond Proceeds, represents the costs associated with the reconstruction of Main Street between Broadway and Ames Street. The project will include the reconstruction of streets and sidewalks, and the installation of new pedestrian scale public lighting, street furniture, trees and other beautification measures. It is expected that the City will work with MIT, Boston Properties and the Redevelopment Authority to ensure that the various projects in the area are properly coordinated.

IMPACT ON OPERATING BUDGET. It is expected that maintenance costs will decrease due to the improvements described in the above section.

FY14-17 FUNDING. No additional funding is anticipated for future years.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$100,000
FY14	$100,000
FY15	$100,000
FY16	$100,000
FY17	$100,000
	$500,000

STATUS OF PRIOR YEAR PROJECTS. The Façade Improvement Program is used throughout the City to support business owners with matching grants of up to $15,000 for construction of storefront improvement projects including handicap accessibility. Business owners may also apply for matching grants of up to $2,500 for exterior signage and lighting projects. An architectural consultant, retained by the City, provides preliminary design services to program applicants. In FY12, the Façade Improvement Program's capital budget allocation of $100,000, and prior year funds, supported nine façade improvements and seven signage and lighting projects, as well as design services for twelve participants. Examples include Curious George Bookstore, Veggie Galaxy and Cambridge Center for Adult Education.

FY13 FUNDING. An allocation of $100,000 from Property Taxes will continue to fund façade improvements in commercial districts, primarily within the designated Neighborhood Revitalization Strategy areas. These funds will support approximately four façade improvement projects, six signage & lighting improvement projects, and design services for ten additional participants in the program.

IMPACT ON OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget. This program provides economic benefits to the businesses that participate in the program, supports the City's commercial districts and assists in building a more stable tax base.

FY14-17 FUNDING. It is anticipated that this program will receive funding in future years.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$355,000
FY14	$355,000
FY15	$355,000
FY16	$355,000
FY17	$355,000
	$1,775,000

STATUS OF PRIOR YEAR PROJECTS. The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

FY13 FUNDING. The FY13 allocation of $355,000 in Block Grant funds will continue to finance the Just-A-Start Rehabilitation Assistance Program (RAP), which trains and employs Cambridge youth to provide a range of low-cost housing rehabilitation, energy conservation and deleading services throughout Cambridge and for the Cambridge Housing Authority. As in prior years, the crews will work on housing units for CDBG eligible, low-and moderate-income households.

IMPACT ON OPERATING BUDGET. While there is no direct impact on the operating budget, this program has a direct effect on both economic development and housing preservation by creating jobs in housing rehabilitation. In addition, by providing energy conservation and deleading services, this program has a significant effect on improving the environment, health and safety of children in the housing units that are being rehabilitated. There is no direct financial or personnel impact on the operating budget.

FY14-17 FUNDING. It is anticipated that Community Development Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$807,030
FY14	$807,030
FY15	$807,030
FY16	$807,030
FY17	$807,030
	$4,035,150

STATUS OF PRIOR YEAR PROJECTS. This program combines the capital fund allocation with funds from the HOME Program, Affordable Housing Trust Fund and other public and private sources to finance renovations to existing housing units and the development of new units.

FY13 FUNDING. $807,030 of Block Grant funds will be combined with funds from HOME, Affordable Housing Trust and other sources to finance a range of programs to meet the City's diverse housing needs. The Block Grant funding will continue to finance the rehab of existing housing stock and the development of new housing units for low- and moderate-income Cambridge residents.

Block Grant funding of housing programs includes $626,380 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners' Rehab, Inc. (HRI). In addition, $80,650 will support efforts to rehabilitate multi-family properties while keeping rents affordable through a program administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS).

Block Grant funds of $100,000 will be made available to neighborhood-based development corporations (JAS and HRI) to continue to acquire and rehab properties for affordable homeownership and rental housing.

IMPACT ON OPERATING BUDGET. By allocating a significant portion of the City's Block Grant entitlement to housing rehab and development programs, the City is continuing to work toward its goals of creating a sizable stock of housing for its low-and middle-income residents and supporting the racial, socioeconomic and cultural diversity of the City. There is no direct financial or personnel impact on the operating budget.

FY14-17 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$81,000
FY14	$81,000
FY15	$81,000
FY16	$81,000
FY17	$81,000
	$405,000

STATUS OF PRIOR YEAR PROJECTS. The FY12 allocation of $81,000 and prior year Block Grant funds were used to support the City's economic development programs for low- and moderate-income individuals, including financial literacy and business planning workshops, the Best Retail Practices program grants, the workforce development programs operated by Just-A-Start and a new green jobs training program focusing on jobs in energy efficiency and green building maintenance.

FY13 FUNDING. In support of the City's workforce development efforts, $81,000 in FY13 will be allocated to the Biomedical Careers Program, run by Just-A -Start to help low-moderate income individuals obtain skills for jobs in the bio-medical industries.

IMPACT ON OPERATING BUDGET. The primary goal of this program is to assist small and income-eligible businesses in the development of plans that will enable them to compete in the local market, as well as to provide individuals with the skills needed to work in the bio-medical field. This program provides benefits to the local economy and support the tax base of the City. There is no direct financial or personnel impact on the operating budget.

FY14-17 FUNDING: It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

PUBLIC INVESTMENT FUND	BUDGET
FY13	$30,000
FY14	$30,000
FY15	$30,000
FY16	$30,000
FY17	$30,000
	$150,000

STATUS OF PRIOR YEAR PROJECTS. In FY12, the Arts Council coordinated assessments and routine maintenance, cleaning, polishing, minor repair and touch-up, waxing and documentation for the City's public art collection, which includes indoor and outdoor sculpture and murals. Based on the findings, significant conservation research, treatment and consultation was performed on existing artworks at the Green Street Garage, Paine Park, Gold Star Mother's Pool, Russell Field, Danehy Park and Yerxa Road Underpass.

FY13 FUNDING. $30,000 in Property Tax Revenues will allow the program to continue with ongoing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments coordinated by a permanent, part-time Conservator of Public Art.

IMPACT ON OPERATING BUDGET. By including funds for the conservation and maintenance of public art in the collection, the City has taken the necessary steps to preserve artworks that have had a significant impact on the locations and facilities where they are installed. The artworks, in turn, contribute to the promotion of cultural diversity in the City and provide opportunities for residents and visitors to connect in meaningful ways and learn more about the history and current context in Cambridge. Through the additional step of bringing professional and technical experience on staff with the Arts Council, the City will continue to ensure that the program is implemented in an efficient and cost-effective manner. There is no direct financial impact on the operating budget.

FY14-17 FUNDING. The program will continue to provide routine maintenance, treatment and reassessment of the physical status of artworks in the City's collection. Additionally, all artists contracted to conduct work on behalf of the city will work directly with the Conservator of Public Art to evaluate intended materials and develop a detailed conservation and maintenance plan prior to the formal commission of the artwork.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Parks and Recreation	$1,673,000	$1,133,000	$83,000	$83,000	$1,233,000	$4,205,000
Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	250,000
	$1,723,000	$1,183,000	$133,000	$133,000	$1,283,000	$4,455,000

	FIVE YEAR REVENUE PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Property Taxes	$135,000	$85,000	$85,000	$85,000	$85,000	$475,000
Golf Course Fees	20,000	20,000	20,000	20,000	20,000	100,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Bond Proceeds	1,540,000	1,050,000	-	-	1,150,000	3,740,000
	$1,723,000	$1,183,000	$133,000	$133,000	$1,283,000	$4,455,000

FY13	**$1,673,000**
FY14	**$1,133,000**
FY15	**$83,000**
FY16	**$83,000**
FY17	**$1,233,000**
	$4,205,000

STATUS OF PRIOR YEAR PROJECTS. A total allocation of $1,383,000 will finance the following projects in FY12:

- **Renovation of Alberico, David Nunes and Fulmore parks ($1,240,000) –** An allotment of $1,240,000 was used for improvements to Alberico Park ($400,000); David Nunes Park ($400,000) and Fulmore Park ($440,000). These projects are scheduled to begin construction this summer.

- **Riverside Press Park Community Garden ($60,000) –** Riverside Press Park was selected as a new, universally accessible community garden location as part of the City Manager's and City Council's priority of expanding the Cambridge Community Garden Program. Planning occurred in early winter of 2011 with construction beginning in early spring and completed in late spring of 2012.

- **Improvements to the Thomas P. O'Neill, Jr. /Fresh Pond Clubhouse ($20,000)** - An allotment of $20,000 from golf course fees was used for front-entrance plantings at the clubhouse and site improvements.

- **War Memorial Recreational Facility and Gold Star Mothers Pool ($28,000).** This allotment was used to perform an engineering investigation of the Gold Star Pool surface in order to determine rehabilitation needs and related costs.

- **Beautification ($35,000)** - These funds, in addition to existing balances, funded the ongoing program supporting flower and bulb plantings at numerous locations throughout the City, with the assistance of community partnerships. FY12 locations included Dawes Island, Quincy Park, Halberstam Island at Mt. Auburn Street, Golf Course entrance planting, Hastings Park, Guffey Park and the raised planter at Elm and Hampshire Streets, as well as hanging flower baskets throughout the City.

FY13 FUNDING. Total funding is $1,673,000. An allocation of $1,540,000 in bond proceeds, combined with $20,000 of golf revenues, $28,000 in recreation activity fees and $85,000 from Property Taxes will finance the following projects:

- **Beautification Program ($35,000)** The allotment will be used to support an ongoing effort to implement seasonal color displays at dozens of sites citywide, hanging flower baskets, as well as the creation of new planting opportunities.

- **Danehy Park Soccer Fields ($1,540,000)** An allocation of $1,540,000 from Bond Proceeds will be used to design, regrade, add new drainage and install new synthetic field surfaces for the full size soccer field number one and the youth size soccer field number two.

- **War Memorial Recreational Facility and Gold Star Mothers Pool ($28,000)** This allotment of revenue from user fees is used to sustain and maintain recent capital improvements at both the War Memorial and Gold Star Mothers Pool.

- **Pacific Street Park ($50,000).** This allocation will finance improvements to the existing dog park including drainage and surface material, additional seating and other amenities, as well as a review of current park uses and potential for expansion of the current off-leash area.

- **Thomas P. O'Neill, Jr/Fresh Pond Golf Course. ($20,000)** An allocation from golf course revenue will be used to continue making improvements to the front entrances of the golf course and new signage.

IMPACT ON OPERATING BUDGET. It is expected that the annual maintenance budget for parks may increase in future years as parks are either renovated or constructed.

FY14-17 FUNDING. Allocations from bond proceeds will be the primary financing source for a wide range of open space projects, with golf course revenues continuing to finance improvements to the golf course. $1,050,000 in Bond Proceeds in FY14 will fund renovations to Sacramento Field ($650,000) and the Hurley Tot Lot ($400,000). An additional $1,150,000 in Bond Proceeds in FY17 will finance Danehy Park Soccer Field Renovations. It is anticipated that the total allocation of $83,000 from current revenues for Beautification ($28,000), Golf Course Improvements ($35,000) and War Memorial Recreation Facility/Gold Star Pool ($20,000) will be funded in each year.

PUBLIC INVESTMENT FUND	BUDGET
FY13	**$50,000**
FY14	**$50,000**
FY15	**$50,000**
FY16	**$50,000**
FY17	**$50,000**
	$250,000

STATUS OF PRIOR YEAR PROJECTS. Allocations of $50,000 to this cost center have been made for each of the past 16 years to fund a wide range of projects to improve access for people with disabilities, consistent with the requirements of the Americans with Disabilities Act of 1990 (ADA). A total of $200,000 in ADA Capital Funds have been allocated to the following projects:

Item	Detail	Total
Sullivan Chamber rostrum access design	$15,760 design + $500.00 reimbursables	$16,260
Frazier Building wheelchair lift design	$11,280 design + $4,500 structural engineer	$15,780
Replace fire alarm box pedestals	Replace 48 freestanding pedestals at $765 each	$36,720
City website accessibility	Study/evaluation/remediation	$20,000
Frazier Building wheelchair lift construction	Construction -- wheelchair lift enclosure	$58,000
Accessible raised beds for community gardens	Two raised garden beds at Riverside Press Pk.	$15,000
Sullivan Chamber	Construction -- rostrum access (partial cost)	$38,240
TOTAL		$200,000

FY13 FUNDING. In FY13, $50,000 from Property Tax revenues has been allocated to support accessibility improvements. The Sullivan Chamber rostrum accessibility project is the major ADA capital project. The current cost estimate for this project (including contingencies) is $168,000. Balances from FY12 and FY13 will be combined with future allocations to fund this project.

Item	Detail	Total
Sullivan Chamber	Construction -- rostrum access (partial cost)	$44,750
Replace fire alarm box pedestals	Replace 7 freestanding pedestals at $750 each	$ 5,250
TOTAL		**$50,000**

IMPACT ON OPERATING BUDGET. By funding improvements to public buildings for people with disabilities, the City is showing its commitment to providing a high level of public safety for all citizens of Cambridge. There is no negative financial or personnel impact on the operating budget. Once construction is complete, there may be a reduction in unscheduled service maintenance calls.

FY14-17 FUNDING. It is the City's intent to continue allocating $50,000 in future capital budgets to improve access to public facilities for people with disabilities.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

	FIVE YEAR APPROPRIATION PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
School Equipment/Renovations	-	$73,000,000	-	-	-	$73,000,000
	-	$73,000,000	-	-	-	$73,000,000

	FIVE YEAR REVENUE PLAN					
	FY13	FY14	FY15	FY16	FY17	TOTAL
Bond Proceeds	-	$73,000,000	-	-	-	$73,000,000
	-	$73,000,000	-	-	-	$73,000,000

PUBLIC INVESTMENT FUND	BUDGET
FY13	**-**
FY14	**$73,000,000**
FY15	**-**
FY16	**-**
FY17	**-**
	$73,000,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of $3,000,000 was made in the FY12 Capital Budget. The designer selection process was completed and Perkins Eastman was selected to perform a feasibility study and architectural design services for the Martin Luther King School (MLK).

FY13 FUNDING. Although funds for the construction phase of the MLK School Renovation Project are not included in the FY13 Capital Budget, an allocation of $73,000,000, based on the current estimate for the project, has been set aside in the FY14 Capital Budget. However, based on the results of the feasibility study now underway and a continuing evaluation of total project costs, a recommendation to the City Council is projected to be made in the beginning of FY13.

IMPACT ON OPERATING BUDGET. An analysis of operating cost increases will be performed as part of the design process.

FY14-17 FUNDING: A final appropriation amount as noted above will be determined for the MLK School. However, future funding for the renovation of additional elementary school buildings will be subject to receiving financial assistance from the Massachusetts School Building Authority.

CITY COUNCIL
CITY OF CAMBRIDGE
SUBMITTED APRIL 23, 2012
ADOPTED MAY 21, 2012

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2012

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPEND-ITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor's Office	$413,410	$111,130	$29,500		$554,040		$554,040
	Executive City Manager	$1,512,325	$517,650	$38,700		$2,068,675		$2,068,675
	City Council Office	$1,540,410	$41,900	$59,855		$1,642,165		$1,642,165
	City Clerk's Office	$1,006,600	$56,110	$4,420		$1,067,130		$1,067,130
	Law Department	$1,405,950	$443,300	$212,245		$2,061,495		$2,061,495
	Finance Department	$9,208,710	$2,843,695	$235,370	$62,800	$12,350,575		$12,350,575
	Employee Benefits	$30,923,930	$842,200	$30,000		$31,796,130		$31,796,130
	General Services	$225,220	$501,255			$726,475		$726,475
	Election Commission	$801,145	$200,870	$2,270		$1,004,285		$1,004,285
	Public Celebration	$420,845	$377,400	$1,125		$799,370		$799,370
	Reserve		$37,500			$37,500		$37,500
	TOTAL	$47,458,545	$5,973,010	$613,485	$62,800	$54,107,840		$54,107,840
PUBLIC SAFETY								
	Animal Commission	$285,130	$13,305	$150		$298,585		$298,585
	Fire	$38,336,420	$1,105,225	$559,500	$110,000	$40,111,145		$40,111,145
	Police	$42,833,645	$2,125,850	$291,500	$392,100	$45,643,095		$45,643,095
	Traffic and Parking	$7,131,395	$3,303,040	$35,000	$82,000	$10,551,435		$10,551,435
	Police Review & Advisory BD	$67,030	$700	$3,000		$70,730		$70,730
	Inspectional Services	$2,923,940	$140,680	$10,425	$40,000	$3,115,045		$3,115,045
	License Commission	$923,980	$57,435	$4,725		$986,140		$986,140
	Weights and Measures	$124,300	$7,280	$2,745		$134,325		$134,325
	Electrical	$1,488,875	$1,276,460	$1,670	$25,000	$2,792,005		$2,792,005
	Emergency Communications	$4,074,910	$148,210	$15,850	$4,000	$4,242,970		$4,242,970
	TOTAL	$98,189,625	$8,178,185	$924,565	$653,100	$107,945,475		$107,945,475

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPEND-ITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works Department Administration	$20,129,610	$11,341,625	$104,030	$370,000	$31,945,265		$31,945,265
	Community Development	$5,023,905	$436,595	$13,890	$7,820	$5,482,210		$5,482,210
	Historical Commission	$551,845	$34,380	$800		$587,025		$587,025
	Conservation Commission	$100,025	$1,000	$900		$101,925		$101,925
	Peace Commission	$127,420	$10,325	$1,850		$139,595		$139,595
	Cable Television	$569,150	$863,760	$3,450		$1,436,360		$1,436,360
	Debt Service		$291,630		$47,235,345	$47,526,975		$47,526,975
	TOTAL	$26,501,955	$12,979,315	$124,920	$47,613,165	$87,219,355		$87,219,355
HUMAN RESOURCES AND DEVELOPMENT								
	Library	$6,590,700	$2,073,170	$46,650		$8,710,520		$8,710,520
	DHSP	$19,421,900	$2,961,760	$72,100	$25,000	$22,480,760		$22,480,760
	Women's Commission	$214,865	$9,535	$1,025		$225,425		$225,425
	Human Rights Commission	$215,960	$3,000	$1,200		$220,160		$220,160
	Veteran's Services	$247,765	$54,900	$678,500		$981,165		$981,165
	TOTAL	$26,691,190	$5,102,365	$799,475	$25,000	$32,618,030		$32,618,030
	CITY TOTAL	$198,841,315	$32,232,875	$2,462,445	$48,354,065	$281,890,700		$281,890,700
EDUCATION								
	School Organization	$117,927,405	$24,654,975	$1,141,705	$1,263,620	$144,987,705		$144,987,705
	TOTAL	$117,927,405	$24,654,975	$1,141,705	$1,263,620	$144,987,705		$144,987,705
INTERGOVERNMENTAL								
	Mass. Water Resources Authority		$21,006,055			$21,006,055		$21,006,055
	Cherry Sheet Assessments						$19,700,025	$19,700,025
	Cambridge Health Alliance		$6,500,000			$6,500,000		$6,500,000
	TOTAL		$27,506,055			$27,506,055	$19,700,025	$47,206,080
	GRAND TOTALS	$316,768,720	$84,393,905	$3,604,150	$49,617,685	$454,384,460	$19,700,025	$474,084,485

BE IT FURTHER ORDERED: **That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:**

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor's Office	$522,040				$32,000		$554,040
	Executive City Manager	$1,649,810		$215,000	$40,000	$163,865		$2,068,675
	City Council Office	$1,628,055				$14,110		$1,642,165
	City Clerk's Office	$771,830	$39,000		$237,000	$19,300		$1,067,130
	Law Department	$1,911,495	$2,500	$97,500		$50,000		$2,061,495
	Finance Department	$10,685,990			$558,950	$605,635	$500,000	$12,350,575
	Employee Benefits	$17,042,615				$5,653,515	$9,100,000	$31,796,130
	General Services	$627,650		$4,000		$94,825		$726,475
	Election Commission	$894,210			$750	$109,325		$1,004,285
	Public Celebration	$766,270	$10,800			$22,300		$799,370
	Reserve	$37,500						$37,500
	TOTAL	$36,537,465	$52,300	$316,500	$836,700	$6,764,875	$9,600,000	$54,107,840
PUBLIC SAFETY								
	Animal Commission	$263,635	$23,000	$1,250	$10,200		$500	$298,585
	Fire	$39,159,595	$105,000	$4,000	$815,550		$27,000	$40,111,145
	Police	$39,922,845	$124,965	$3,134,425	$1,563,355	$856,605	$40,900	$45,643,095
	Traffic and Parking		$352,500	$4,605,035	$5,563,900		$30,000	$10,551,435
	Police Review & Advisory BD	$70,730						$70,730
	Inspectional Services	$-1,092,255	$4,064,700		$53,500		$89,100	$3,115,045
	License Commission	$-1,247,980	$2,153,100	$6,800	$20,220	$54,000		$986,140
	Weights and Measures	$79,400		$1,000	$36,000	$17,925		$134,325
	Electrical	$2,061,205	$22,935		$490,000	$207,865	$10,000	$2,792,005
	Emergency Communications	$4,242,970						$4,242,970
	TOTAL	$83,460,145	$6,846,200	$7,752,510	$8,552,725	$1,136,395	$197,500	$107,945,475

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works Department Administration	$23,087,800	$562,000	$1,058,195	$5,635,960	$1,316,060	$285,250	$31,945,265
	Community Development	$3,646,360	$55,000	$140,000	$396,395	$1,111,455	$133,000	$5,482,210
	Historical Commission	$577,525				$5,000	$4,500	$587,025
	Conservation Commission	$59,850			$42,075			$101,925
	Peace Commission	$116,145				$23,450		$139,595
	Cable Television	$48,650			$1,387,710			$1,436,360
	Debt Service	$31,234,255			$13,929,520	$2,202,060	$161,140	$47,526,975
	TOTAL	$58,770,585	$617,000	$1,198,195	$21,391,660	$4,658,025	$583,890	$87,219,355
HUMAN RESOURCES AND DEVELOPMENT								
	Library	$8,247,600		$55,000		$407,920		$8,710,520
	DHSP	$18,624,295			$3,176,675	$679,790		$22,480,760
	Women's Commission	$215,465				$9,960		$225,425
	Human Rights Commission	$220,160						$220,160
	Veteran's Services	$435,875				$545,290		$981,165
	TOTAL	$27,743,395		$55,000	$3,176,675	$1,642,960		$32,618,030
	CITY TOTAL	$206,511,590	$7,515,500	$9,322,205	$33,957,760	$14,202,255	$10,381,390	$281,890,700
EDUCATION								
	School Organization	$121,523,190		$100,000		$22,604,945	$759,570	$144,987,705
	TOTAL	$121,523,190		$100,000		$22,604,945	$759,570	$144,987,705
INTERGOVERNMENTAL								
	Mass. Water Resources Authority				$21,006,055			$21,006,055
	Cherry Sheet Assessments	$17,874,355			$485,160	$1,340,510		$19,700,025
	Cambridge Health Alliance	$6,500,000						$6,500,000
	TOTAL	$24,374,355			$21,491,215	$1,340,510		$47,206,080
	GRAND TOTALS	$352,409,135	$7,515,500	$9,422,205	$55,448,975	$38,147,710	$11,140,960	$474,084,485

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2012

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPEND-ITURES	CITY APPRO-PRIATION	STATE ASSESS-MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Water Department	$6,216,895	$3,982,800	$86,580	$3,857,805	$14,144,080		$14,144,080

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:**

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERN-MENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Water Department				$14,144,080			$14,144,080

CITY COUNCIL
CITY OF CAMBRIDGE
SUBMITTED APRIL 23, 2012
ADOPTED MAY 21,2012

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2012

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

FUNCTION	PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT		
	Acquistion of Personal Computers	$70,000
	Technology Upgrades / Enhancements	145,000
		$215,000
PUBLIC SAFETY		
	Fire Station Renovations	$25,000
	Police Station Building Systems	75,000
	Replacement of Street Lights/Poles	35,000
		$135,000
COMMUNITY MAINTENANCE & DEV.		
	Public Building Renovations	$178,000
	Energy and Transportation Improvements	425,000
	Street/Sidewalk Reconstruction	4,214,730
	Park and Cemetery Tree Pruning	100,000
	Waverly Street Path Construction	332,000
	Cable TV Equipment	141,330
	Design/North Massachusetts Avenue	250,000

FUNCTION	PROJECT	APPROPRIATIONS
COMMUNITY MAINTENANCE & DEV. (cont.)		
	Bike Rack Program	50,000
	Sewer Reconstruction	9,479,975
	Parking Improvements	500,000
	Water System Improvements	3,400,000
	Traffic Calming	300,000
	Façade Improvement Program	100,000
	Employment Program Fund	355,000
	Housing Rehab & Development	807,030
	Neighborhood Business Development	81,000
	Public Art Conservation Fund	30,000
		$20,744,065
HUMAN RESOURCE DEVELOPMENT		
	Parks & Recreation	$133,000
	Accessibility Improvements	50,000
		$183,000
	TOTAL	$21,277,065

BE IT FURTHER ORDERED: That the above appropriations are to be financed with the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE
Property Taxes	$1,225,000
Parking Fund Revenues	850,000
Parking Fund Balance	1,000,000
Sewer Service Charge	750,000
Water Service Charge	3,400,000
Block Grant	1,243,030
Chapter 90	2,571,730
Street Preservation Offset Fund (SPOF)	418,000

FINANCING PLAN CLASSIFICATION	REVENUE
MWRA Grant	8,100,000
Roadway Reimbursement	475,000
Resident Parking Sticker Revenues	425,000
War Memorial Receipts	28,000
Golf Course Fees	20,000
Cable TV License Fees	141,330
Sewer Reimbursement	629,975
	$21,277,065

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THIS SPACE RESERVED FOR COUNCILLORS' NOTES