

# ANNUAL BUDGET 2011 - 2012

SUBMITTED BY  
THE CITY MANAGER,  
CAMBRIDGE,  
MASSACHUSETTS

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Cambridge Public Library Receives 2010 Harleston Parker Medal for "Single Most Beautiful Building" Built in Boston Metropolitan Area in Past 10 Years.



The cover features a photograph of the renovated and newly constructed Cambridge Public Library Main Library, which was completed and re-dedicated in 2009. The renovation work preserved the integrity of the historic building, donated by Frederick Rindge and listed in the National Register of Historic Places, while adding a striking new, glass curtain wall enveloped, 76,700 square foot wing, a 33,000 square foot (70 space) underground parking garage and a renovated park. The renovations dramatically improved the energy efficiency of the historic structure and achieved LEED Silver designation for the project's many "green" features, while improving pedestrian and vehicular access, adding a climate controlled Cambridge History room, a computer training room, Children's reading and Young Adult rooms, and public meeting and performance spaces, including a 230 seat auditorium/lecture hall. Since its completion, the Main Library has received a host of prestigious architectural and design awards, including the following:

	<b>BESTOWING ORGANIZATION</b>	<b>AWARD</b>
1	Boston Society of Architects	2010 Harleston Parker Medal
2	Boston Society of Architects	2010 Honor Award for Design Excellence
3	Boston Society of Architects	2010 Award for Interior Design/Interior Architecture
4	AIA New England	2010 Honor Award for Design Excellence
5	ARCHITECT Magazine	2010 Annual Design Review Award (November 2010 issue)
6	Massachusetts Historical Commission	2010 Preservation Award
7	New Hampshire AIA	2010 Integrated Design/Integrated Development Award (IDID) for Excellence in Sustainable Design
8	Associated General Contractors of America	2010 AGC Aon Build America Award
9	American Libraries Magazine	2010 Library Design Showcase
10	Sustainable Buildings Industry Council (SBIC) – Beyond Green High-Performance Building Awards	2010 Citation for Innovative Envelope System

**Articles that have been published about the Main Library:**

- *Architectural Record* (Oct 2010), "Legible and Luminous" by Joann Gonchar (6-page feature)  
[http://www.archrecord.construction.com/projects/portfolio/2010/10/cambridge\\_public\\_library.asp](http://www.archrecord.construction.com/projects/portfolio/2010/10/cambridge_public_library.asp)
- *Architectural Record* (July 2010), "More than skin deep" by Joann Gonchar (Feature in the double-skin curtain walls issue)
- *Architect Magazine* (November 2010), "Annual Design Review Award: Cambridge Public Library"  
<http://www.architectmagazine.com/government-projects/awardnew-cambridge-public-library-cambridgemass.aspx>
- *Boston Sunday Globe* (1/23/11) "Two very different buildings are honored" by Robert Campbell  
[http://www.boston.com/yourtown/cambridge/articles/2011/01/23/two\\_very\\_different\\_buildings\\_are\\_honored/](http://www.boston.com/yourtown/cambridge/articles/2011/01/23/two_very_different_buildings_are_honored/)
- *Architecture Week* (1/20/2010), "Cambridge Public Library" by James McCown  
[http://www.architectureweek.com/2010/0120/building\\_3-1.html](http://www.architectureweek.com/2010/0120/building_3-1.html)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cambridge**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2010**

Two handwritten signatures in black ink. The signature on the left is more stylized, and the one on the right is more legible, appearing to read 'Jeffrey R. Egan'.

President

Executive Director

**The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cambridge for its annual budget for the fiscal year beginning July 1, 2010.**

**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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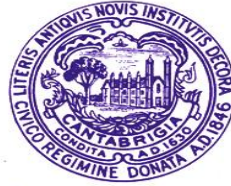
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**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**





CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

*Robert W. Healy, City Manager*

*Richard C. Rossi, Deputy City Manager*

## SUBMITTED BUDGET MESSAGE

April 25, 2011

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

I herewith submit for your consideration the proposed FY12 Operating and Capital Budgets for the City of Cambridge as well as the proposed FY13 - 16 Capital Plan.

The proposed Operating Budget of \$472,196,095 represents an increase of \$8,102,965, or 1.75%, over the FY11 adjusted budget. The budget increase is largely attributable to an 11.8% increase in employee health insurance and a 5.5% increase in employee pension costs, plus a one-time \$2.0 million allocation based on the latest pension actuarial study. Also included is \$0.9 million to cover the cost of a 53<sup>rd</sup> pay period in FY12 for employees who are paid on Fridays. In addition, the Operating Budget reflects a net decrease of 3 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, which includes funding to begin the multi-year Elementary School Rebuilding Program in conjunction with the recently adopted Innovation Agenda by the School Committee. In addition, it addresses our unfunded pension liability in a prudent and responsible manner. This Budget continues to provide stability and reinvestment in our community and, given the fiscal challenges facing many cities and towns in the Commonwealth, this is a major achievement; and
- 2) Achieves the above with a moderate increase in the property tax levy, in spite of a continued reduction in State Aid, which supports the City Council Goal of ~~evaluating~~ expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality of city services.”

# SUMMARY: OPERATING BUDGET (all funds)

FY10 ACTUAL	FY11 PROJECTED	PROGRAM EXPENDITURES	FY12 BUDGET
\$41,921,410	\$44,267,265	General Government	\$52,867,025
\$96,751,710	\$102,417,815	Public Safety	\$104,151,875
\$95,803,835	\$100,879,915	Community Maintenance & Development	\$97,372,795
\$28,699,795	\$30,485,935	Human Resource Development	\$31,100,035
\$133,250,475	\$136,027,325	Education	\$140,719,260
<u>\$42,447,480</u>	<u>\$47,126,360</u>	Intergovernmental	<u>\$45,985,105</u>
<b>\$438,874,705</b>	<b>\$461,204,615</b>		<b>\$472,196,095</b>

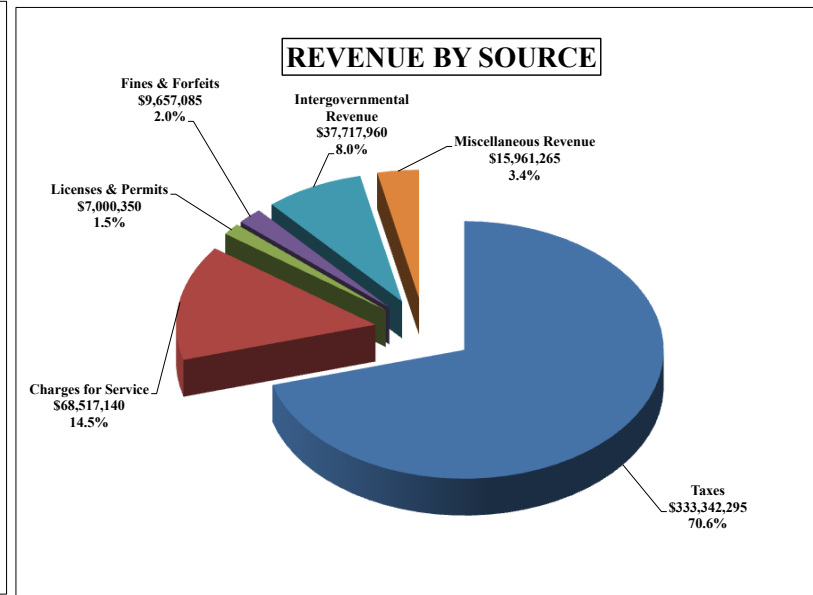
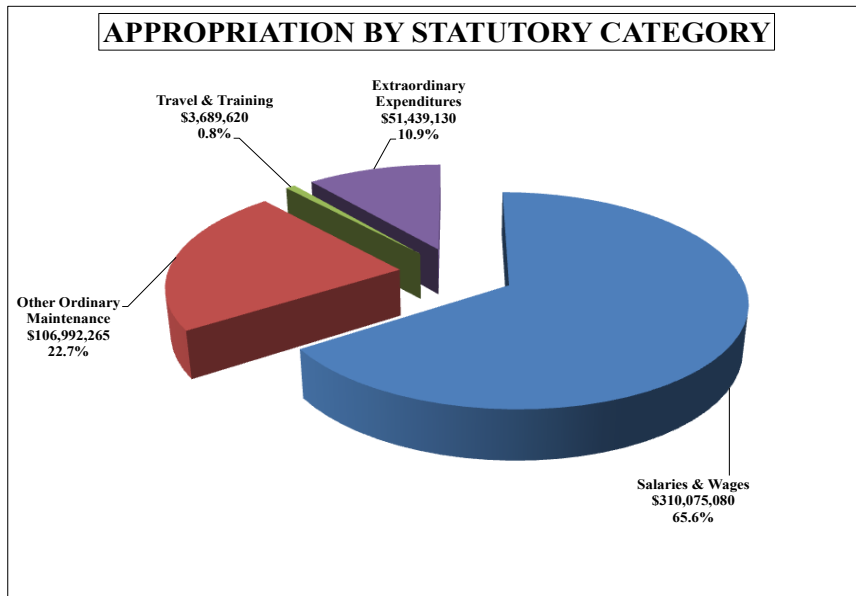
FINANCING PLAN	FY12 BUDGET
Taxes	\$333,342,295
Licenses & Permits	7,000,350
Fines & Forfeits	9,657,085
Charges for Service	68,517,140
Intergovernmental Revenue	37,717,960
Miscellaneous Revenue	<u>15,961,265</u>
	<b>\$472,196,095</b>



# SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY12 BUDGET
General Government	\$605,000
Public Safety	680,000
Community Maintenance & Development	50,249,525
Human Resource Development	1,433,000
Education	<u>3,000,000</u>
	<b>\$55,967,525</b>

FINANCING PLAN	FY12 BUDGET
Property Taxes	\$1,500,000
Parking Fund	800,000
Sewer Service Charge	2,250,000
Water Service Charge	2,750,000
Block Grant	1,355,090
Chapter 90	1,995,135
Resident Sticker	780,000
Street Preservation Offset Fund (SPOF)	135,000
War Memorial	28,000
Bond Proceeds	44,354,300
Golf Course Fees	<u>20,000</u>
	<b>\$55,967,525</b>



## TOTAL OPERATING BUDGET \$472,196,095

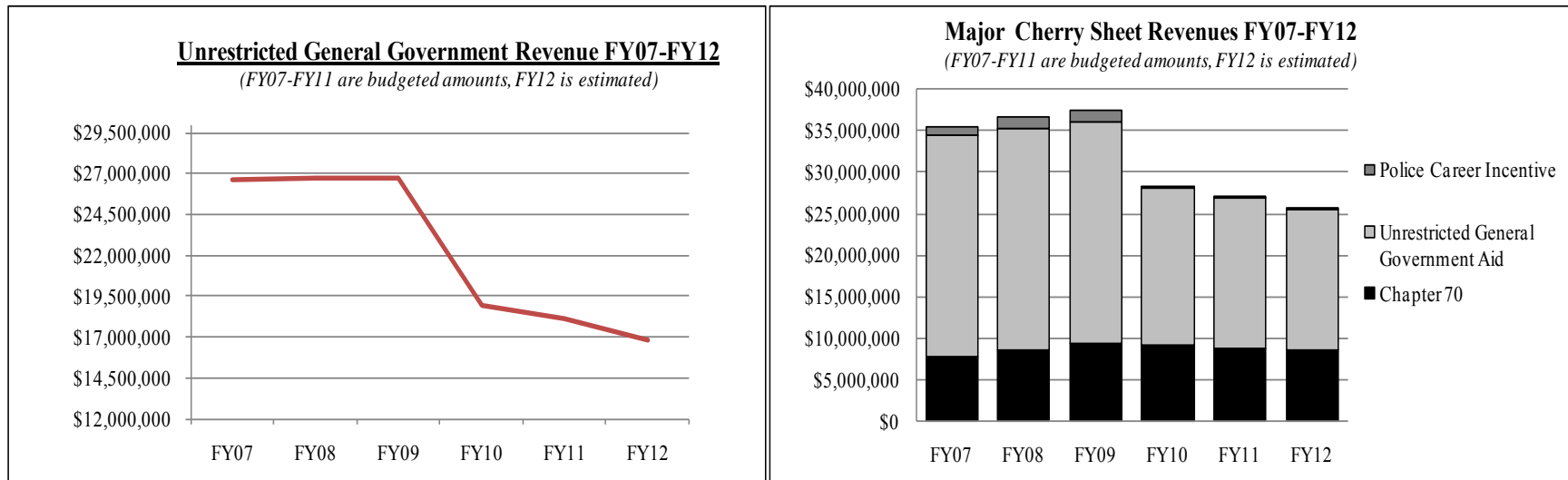
### State Aid

FY12 State Aid (Local Aid) revenue projections to the City are based on the Governor's FY12 State Budget, released in January 2011. 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, 2011. However, if these amounts are different than estimated, adjustments will be made in the fall of 2011 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 receiving \$1,267,670 less in FY12 than it did in FY11 for these two major local aid categories, for a total of \$25,499,990. These two local aid categories represent 5.4% of the total FY12 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 benefits, police career incentive, school lunch, Charter School and other reimbursements. There are additional net decreases in other state aid categories equaling \$2,741,970, which bring the total decrease in State Aid to \$4,009,640 for FY12. The primary reduction is \$2,771,885 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 six years has been significantly reduced. For example, in FY07, the City received \$26,623,055 in UGGA and \$1,159,950 in Police Career Incentive Reimbursements, for a total of \$27,783,005. Police Career Incentive Reimbursements have been significantly reduced in recent fiscal years. Using the estimated FY12 amounts, the City is receiving \$9,766,185 less in UGGA and \$1,049,960 less in Police Career Incentive reimbursements than it did in FY07, for a total loss of \$10,816,145 or 38.9%. School Aid/Chapter 70 revenues were \$7,772,240 in FY07 and increased to \$9,316,695 in FY09 before being reduced over the previous two fiscal years to an estimated \$8,643,120 in FY12.

If the City received the same amount of UGGA in FY12 as it did in FY07, the estimated property tax levy increase would only be 3.0% or 2.7% if there had been no reduction in the Police Career Incentive Reimbursement amount from FY07.



**Property Tax Levy and Reserves**

In the past six fiscal years, we have been able to produce budgets that have reflected an average annual increase of 4.1% in the property tax levy. In FY11, this resulted in having approximately 51.7% 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 FY12 property tax levy of \$302,322,025, an \$18,360,325, or 6.47%, increase over FY11. This percentage increase is slightly below the 6.6% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in January 2011.

The actual tax levy will be determined in September 2011, 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, free cash or other revenues, at a higher level than what is included in the FY12 Budget, once actual FY11

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 \$99.4 million. The City has developed a financial strategy, which takes into consideration the possibility of the current 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 65% 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 FY12 Budget continues to use reserves and other non-property tax revenues to reduce the increase in the property tax levy in the following ways:

- The FY12 Budget includes the use of \$5.0 million from the City's (Debt) Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy. This is a planned use of the City's Stabilization Fund, which began in FY06. The City has issued almost \$252 million in bonds through FY11 for a range of projects and has used \$30.3 million in Debt Stabilization Funds since FY06 to offset the impact of increasing debt service costs on the property tax levy.

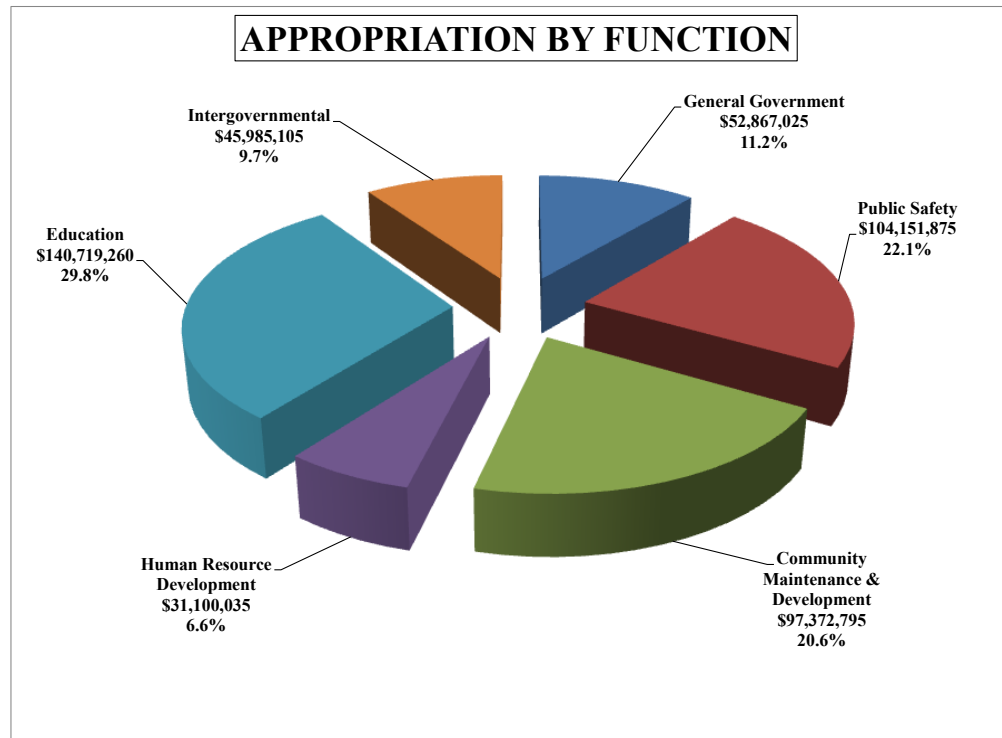
The total balance in the Stabilization Fund as of June 30, 2011 is projected to be approximately \$5.2 million, which will be used in FY12. Based on the financial condition of the City at the end of FY11, additional allocations may be made from free cash to the Debt Stabilization Fund to offset the increases on the property tax levy for new debt service costs related to the renovation or rebuilding of elementary schools over the next several years.

- \$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 \$9.0 million in Free Cash in FY12, as it did in FY11, to lower the property tax levy increase, which is consistent with the City's financial plan.
- The FY12 Budget includes the use of \$250,000 Water Fund Retained Earnings to support a 0.0% water rate increase.
- Parking Fund Revenues are providing \$8,250,065 to support the Operating Budgets of various departments.
- The Health Claims Trust Fund is providing \$7,300,000, an increase of \$300,000, to support the Health Insurance Budget.
- The FY12 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 has been increased to \$1.6 million in FY12, which utilizes the available fund balance, to cover a portion of a one-time allocation of \$2.0 million to fund the accrued pension liability, based on the revised funding schedule. This one-time allocation, in addition to the annual \$300,000 additional payment, will allow the City to fund its unfunded pension liability by 2029.

As I noted to the City Council at the beginning of this economic downturn in FY09, I believed that we were in a difficult period for several budget cycles even after the economic conditions improved, which has proved to be true. 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.



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

The FY12 proposed Capital Budget totals \$55,967,525, an increase of \$33,582,510, or 150.0%, over the previous year, with the Property Tax allocation shown in the FY12 financing plan increasing from its adjusted FY11 level of \$1,150,000 to \$1,500,000. The Bond Proceeds component of the financing plan has increased substantially, from \$12,450,000 in FY11 to \$44,354,300 in FY12.

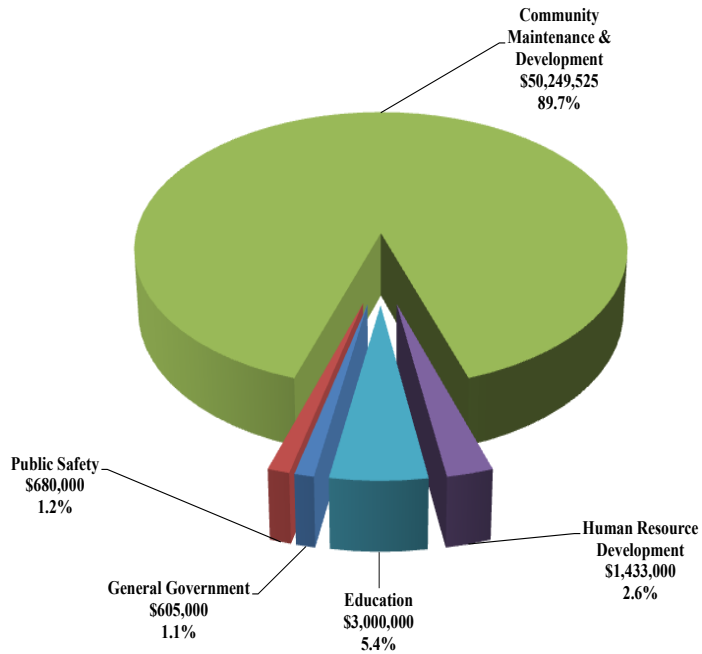
Property Tax-supported debt has increased from \$7,200,000 to \$10,600,000 in FY12. The FY12 allocation of \$10,600,000 will fund a wide range of projects, including the replacement of the Ryan Garage / Simard Building roof (\$1,485,000), renovations to Engine 5 (Inman Square) and Engine 3 (East Cambridge) (\$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 first elementary school to be rebuilt or renovated under the Elementary School Rebuilding Program (\$3,000,000).

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 \$6,146,595 in FY11 to \$4,529,980 in FY12, which will provide sufficient funds to increase the capital allocation from \$1,750,000 to \$2,750,000 and cover all operating budget increases, while maintaining the water block rates at their FY11 levels.

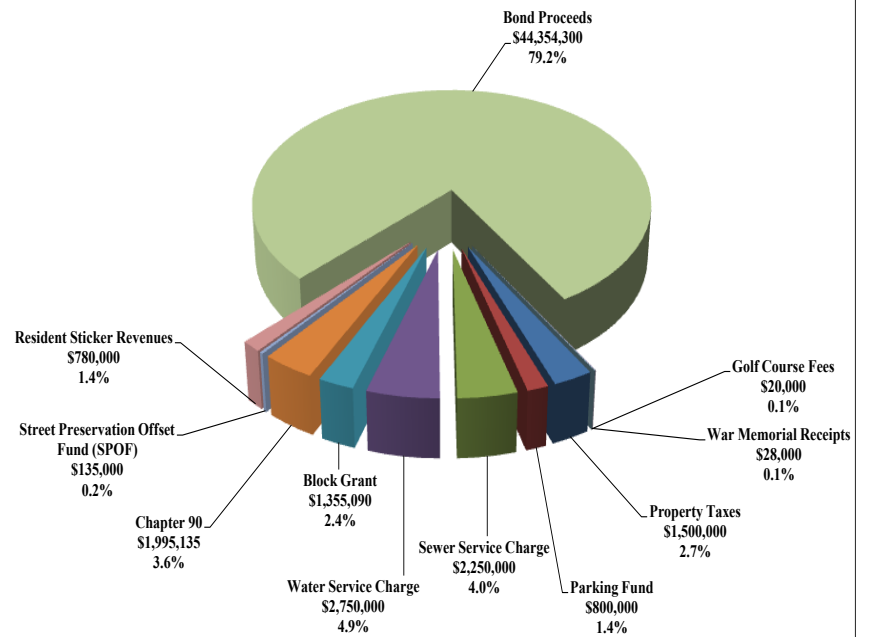
The Sewer Reconstruction budget has increased significantly from its FY11 level of \$7,044,000 to \$36,004,300 in FY12, due to large increases in the two major components of the budget, Sewer Service Charges and Bond Proceeds. The increase in the Sewer Service Charge allocation is similar to that described above relating to Water System Improvements, in that a large reduction in Debt Service requirements has enabled the reallocation of these funds to the capital budget, while covering all operating budget increases, including the Massachusetts Water Resources Authority (MWRA) assessment, and maintaining the sewer block rates at FY11 levels.

The allocation of Sewer Service revenues to the capital budget has been increased by \$1,450,000 to \$2,250,000 from the previous year's level of \$800,000, in recognition of the need to: provide additional funds for the maintenance of the sewer system, including emergency repairs; fund the first phase of the Climate Change Adaptation Plan (\$150,000 in FY12 with the remaining \$150,000 included in the FY13 Capital Budget); and fund replacement of a truck which cleans sewer and drain lines and catch basins for \$350,000. The Climate Change Adaptation Plan involves conducting an assessment of vulnerabilities, and working with the community to develop a plan with adaption strategies, which may include strengthening sewer and stormwater infrastructure to protect against flooding. The Bond Proceeds component has increased from \$5,250,000 to \$33,754,300, with the additional funds allocated mainly to the Fresh Pond and Western Avenue projects.

**PUBLIC INVESTMENT APPROPRIATIONS  
FISCAL YEAR 2012**



**PUBLIC INVESTMENT FINANCING PLAN  
FISCAL YEAR 2012**



In keeping with the practice of recent years, the proposed FY12 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?"

This year the City Council took a different approach to setting City goals. They used the information from the citizen satisfaction 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 will guide 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."*

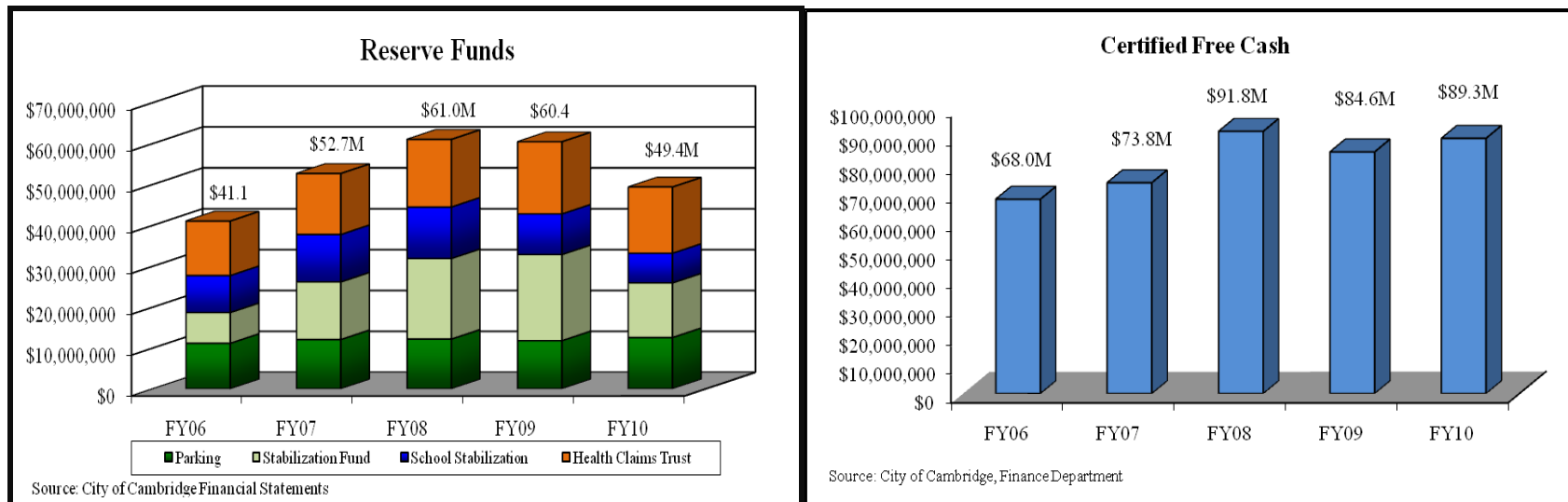
- **EVALUATE CITY EXPENDITURES WITH A VIEW OF MAINTAINING A STRONG FISCAL POSITION AND AWARENESS OF THE IMPACT ON TAXPAYERS WHILE PROVIDING A HIGH QUALITY ARRAY OF CITY SERVICES.**

The FY12 Budget reflects a 1.75% increase, which reflects increased costs related to health and pension costs, the cost of a 53<sup>rd</sup> pay period in FY12 for employees who are paid on Fridays and continued decreases in State Aid. The FY12 Budget reflects a modest property tax levy increase of 6.47% while maintaining City services and providing for improvements to our infrastructure. This percentage increase is slightly below the 6.6% increase that was included in our five-year financial projections, which were presented to the major credit rating agencies in January 2011.



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 2011.

The City’s excess tax levy capacity, an extremely important indicator of the City’s financial health, is \$99.4 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 and Health Claims Trust Funds have declined in recent years based on a planned use of the fund balance. As noted in the previous section, the FY12 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. Without the use of the Debt Stabilization Fund in FY12, the cost of property tax supported debt would be \$5.0 million higher (\$30.3 million vs. \$25.3 million). Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times. It is not uncommon to see neighboring communities requiring Proposition 2 1/2 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 the 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 lastly, 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 2.3% in FY12.

The Capital Pay-As-You-Go Budget (capital requests funded from property taxes) for FY12 is \$1,500,000, an increase from the \$350,000 budgeted in FY11. 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 FY11. All requests that exceeded the FY11 amount were required to be designated as ~~supplemental requests.~~ Departments that did not receive a Pay-As-You-Go appropriation in FY11 could submit an FY12 request but it was required to be submitted as a supplemental request.

Finally, the City Council Finance Committee hosted two citizen forums to explain the City's budget process and to solicit input from the public in conjunction with the development of the City Manager's FY12 Budget. These forums built upon changes begun last year to provide more budget information to citizens and to solicit more input.

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.

- The City Council approved a water and sewer rate increase of 0.0% in March 2011 for FY12.
- In conjunction with the sale of \$46.2 million in bonds in February 2011, the City of Cambridge continued to be one of approximately 30 cities in the United States to receive a ~~AAA~~ rating from the nation's three major credit rating agencies. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.21%. It should be noted that the interest rate received by Cambridge is approximately a sixth 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 one-half 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 Investor Services noted, ~~Although~~ Moody's expects local governments' recovery from the recession to lag the general economic recovery, Cambridge is expected to maintain a healthy financial position in the near term. The city continues to benefit from high financial flexibility and robust reserve levels, which position it to absorb several years of flat or declining state aid and local revenues with only moderate declines in reserves. Cambridge's strong management team has historically followed a prudent fiscal

strategy, and beginning in fiscal 2008, follows formally adopted fiscal policies for its annual budgeting. Steady revenue streams, generated by its substantial and economically vibrant tax base, provide a notable degree of flexibility to address future budgetary challenges.”

In its rating opinion, Fitch Ratings noted that their rating rationale was based on the following: “Cambridge’s exceptional financial management is characterized by its high reserve and liquidity levels; Conservative budgeting practices along with a use of reserves the last two years has helped keep tax levy increases at moderate levels while the city faces increases in education and public safety costs; The stable presence of higher education, health care, biotechnology, and life sciences industries supports the well-diversified economy with low unemployment and above-average wealth levels; Growth in assessed value provides the city with tax levy flexibility for operations and debt service as the gap between the city’s actual tax levy and the statutory levy limit has grown to its highest level in the city’s history; and 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.

- Section II of this document contains policies on investment practices, debt management and fund balance reserves for approval by the City Council. This practice is recommended by the rating agencies and the Government Finance Officers Association (GFOA).
- While the FY12 Budget maintains the current level of services and covers increased costs including those associated with the new facilities, with a modest increase in the property tax levy, savings were required to be identified. The FY12 Budget contains a net reduction of 3 full-time positions. The Departments which reflect position reductions are: General Services (1) and Water (4). The Departments that reflect position additions are: Finance- Information Technology (1) and Public Works (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 FY12 Budget uses \$13.1 million from these two sources, which is an increase of \$1.4 million.
- The Other Post Employment Benefits (OPEB) Working Group continues to oversee the implementation of 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. An updated report is scheduled to be completed mid-year.

- Continued use of a vacancy committee created several years ago, consisting of the City Manager, Deputy City Manager, Finance Director, Budget Director and Personnel Director. This committee reviews requests from departments to fill vacancies as they occur. In some cases, position vacancies are held open by the committee.
- Every two years, the Cambridge Retirement Board performs an actuarial study to determine the level of yearly contributions needed to fully fund the Pension System's actuarial accrued (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 \$2.0 million is included in the FY12 Budget, which will allow the City to fund its unfunded pension liability by 2029.
- In FY11, the City successfully completed the triennial Department of Revenue (DOR) certification of real and personal property valuation process. 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 26th consecutive year, the GFOA Award for excellence in preparation of the FY11 Operating and Capital budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting, for the 25th consecutive year.
- Continued to coordinate the development of formal investment, debt service and reserve policies adopted by the City Council. This, coupled with existing financial management practices, has resulted, in part, in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- Increased Personal Property data collection and audit verifications, which has resulted in new Personal Property Tax collections of \$2.9 million since FY09.
- Collaborated with various regional partners and the General Services Administration (GSA) to execute contracts for road salt, fuel and radio equipment.
- Continued 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. Expanded remote electronic deposit of checks by 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 \$40.7 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, \$101.8 million has been appropriated/reserved for housing (\$81.4 million), open space (\$10.2 million) and historic preservation (\$10.2 million). FY12 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 2011. 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 27% of the surcharge levied by each city and town.

The Community Preservation Act Committee will be making its recommendations for the use of the FY12 CPA revenues of approximately \$9.6 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 3,150 units of affordable housing since the end of rent control in 1995.

The FY12 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; 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 FY12 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of \$850,090. This funding, which is combined with funds from the federal HOME program, Affordable Housing Trust Fund and other public and private sources, finances renovations to existing housing units and the development of new ones for low and moderate income Cambridge residents.

During FY11, the Community Development Department achieved the following in support of this City Council Goal:

- Worked with the Affordable Housing Trust, non-profit housing developers, and the Cambridge Housing Authority on efforts to preserve or create 369 affordable units under development with Community Preservation Act (CPA) funds in FY11. Preserved permanent affordability for 125 units with expiring affordability restrictions through nonprofit agency purchase of Inman Square and CAST 2 apartments. Construction began on 40 new affordable units at Putnam Avenue and Sidney Street, and 19 new affordable units on Cambridge Street. Revitalization of two public housing developments also began with complete renovations of 45 units at Jackson Gardens, and replacement of 60 existing units at Lincoln Way with 70 new units. Completed substantial rehabilitation of 12 affordable rental units on Pine Street, which received LEED Platinum designation. City-funded affordable housing is under development or has been recently completed in Mid-Cambridge, Neighborhood Nine, Area 4, Wellington-Harrington and Cambridgeport.
- Provided education, counseling and financial assistance to first-time homebuyers. Through the homebuyer programs, the Housing Division educated more than 520 people, provided individual counseling to more than 150 homebuyers, and facilitated the sale of more than 20 affordable homeownership units to first-time buyers in FY11, helping to preserve 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 configuration, 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 240 families have become homeowners in the past 5 years. Also, worked with private developers to create 10 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 FY12 Budget contains a recommended School Budget of \$140,719,260, an increase of \$3,226,985 or 2.3% over the current year. In addition, an allocation of \$3,000,000 in Bond Proceeds will be used towards architectural design for the first elementary school to be either rebuilt or renovated as part of the multi-year Elementary School Rebuilding Program. This appropriation coincides with the recently adopted Innovation Agenda 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 FY12 School Budget, please go to page IV-388, or visit the Cambridge Public Schools Web page [www.cpsd.us](http://www.cpsd.us).

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

For example, within the Department of Human Services Programs (DHSP), the FY12 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.
- Increased funding by \$50,000 to support the inclusion of children with disabilities in the City'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 500 families in family support services.
- The King Open Extended Day Program (KOED), which provides a positive and safe out-of-school time setting that promotes the social, emotional and intellectual development of children.
- The Community Learning Center (CLC) supports the above City Council Goal as well as the Goals of valuing diversity and fostering community. The Community Learning Center, located at 19 Brookline Street, provides adult basic education classes to almost 1,000 adults each year. In addition, the City Council approved an appropriation and loan order in FY11 for \$14,535,000 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.
- 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.

- 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.
- 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. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.
- The Transitional Jobs program will be launching its seventh round in FY12, 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 over 900 youths 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 federal stimulus funding and 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 Recreation Division will continue to offer programming through the War Memorial Recreation Center, the Fresh Pond Golf Course, through many of the City parks and through 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, 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 to the library's collection each year and makes them available to residents at no direct cost. The library also borrows 200,000 items from other libraries. Residents take home over 1,000,000 items and access 300,000 resources online 24 hours a day. In addition, the Library provides free or low cost admission to local museums for over 7,000 cardholders each year.
- The Library's Adult Literacy Program provides 2,000 tutoring sessions, computer classes and educational programs for adult learners, primarily new immigrants, and the library attracts over 47,000 children and teens to its programs that promote literacy development and encourage recreational reading. Summer reading by children and teens in FY11 increased 56%, to a record high of 83,781.

- The Water Department staff provides many guided tours of the Walter J. Sullivan Water Purification Facility and the Fresh Pond Reservation, to educate both children and adults about the features and importance of Cambridge's water system. Also, the Water Department is working to enhance educational opportunities for Cambridge school children with the improvements underway at Black's Nook within the Fresh Pond Reservation. This location is used extensively by elementary age school children to learn about the Fresh Pond Reservation as a habitat for the species that live within it. Water Department staff assist with many school system educational events at the Maynard Ecology Center, a Cambridge Public School facility housed in the bottom floor of Neville Place, overlooking Fresh Pond.
- 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 FY12 Operating Budget continues to support and maintain the venues and activities in which citizens have the opportunity to know each other within neighborhoods and across the city, which also promotes the racial, cultural and socioeconomic diversity of Cambridge. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs, neighborhood planning and community meetings, oral history publications, a public health network, community schools and the scores of parks and play areas located throughout the city.

In addition, the FY12 Budget contains support for facilities, roadways, sewer and water system improvements and other public investment projects, which contribute to the preservation and enhancement of neighborhoods. Also, the City has made a major investment in a new state-of-the-art public safety facility to house police and emergency communications operations, major renovations to the Main Library, War Memorial Recreation Center and CRLS and construction of a new West Cambridge Youth and Community Center. In FY12, the City will begin a multi-year program to rebuild or renovate its elementary schools.

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 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 new City Park on Memorial Drive at Western Avenue in the Riverside neighborhood. In addition, replacement of the existing artificial turf on one of the soccer fields at Danehy Park and the resurfacing of the running track are scheduled to be completed in the summer 2011.

The City sponsors, supports, permits and enables a wide range of neighborhood events that foster community. These events include over 75 outdoor and scores of indoor special events, neighborhood meetings to discuss public safety or infrastructure improvements, and workshops that

bring people together on specific topics. In addition, DPW strengthened public/private partnerships to improve public open spaces by coordinating 300 volunteers in landscaping and cleanup projects. In addition, the following FY12 Budget allocations support these two goals.

- An allotment of \$1,240,000 will be used for improvements to Alberico Park (\$400,000); David Nunes Park (\$400,000) and Fulmore Park (\$440,000). Existing pressure treated wood playground equipment at all three playgrounds will be replaced with equipment that will encourage imaginative play and interaction with natural materials. Additional replacements include safety surfacing, fences, signage, addition of a small water play feature at Alberico, basketball and street hockey court repairs, general landscaping, irrigation and drainage.
- \$60,000 has been included in the Capital Budget to create a new, universally accessible community garden at Riverside Press Park.
- In order to continue the program of making public facilities more accessible to people with disabilities, \$50,000 has been recommended in the Capital Budget.
- An allocation of \$35,000 has been included in FY12 to continue the seasonal flower program that includes construction of new planting sites as well as enhancements to high profile intersections.
- An increase of \$50,000 for veterans' benefits in the FY12 Veterans' Budget. The veterans' benefits budget is \$677,000 with this increase. It is anticipated that the state will reimburse the City for a portion of this cost increase.
- \$20,000 has been added in the Human Services Budget to support existing summer youth basketball and midnight basketball programs. Also, an additional \$13,800 has been included for transportation services provided by SCM Community Transportation.
- \$30,000 has been included in the 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 Personnel, Police and Affirmative Action Departments collaborated with the Commonwealth of Massachusetts, Human Resources Division to promote the Municipal entry-level Police Officer Exam, launching a recruitment campaign targeting Cambridge residents and under-represented protected classes. In one of its most successful campaigns, the City logged-in 149 applications. 52% of those applications are from people of color and 29% are from women, all Cambridge residents. The U.S. Census Bureau reports that a successful recruitment campaign for Cambridge would expect to yield 27% of the applications from People of Color and 9.1% from female applicants. In a time when application fees have increased dramatically and opportunities across the Commonwealth are limited, the City of Cambridge has been able to attract a large and diverse pool of applicants.

The Cambridge Police Department's "door-to-door" campaign involved various housing developments and surrounding neighborhoods, wherein staff from various City departments and organizations (Department of Human Services, Cambridge Housing Authority, Margaret Fuller House and the North Cambridge Crime Task Force), who 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 FY12, 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 Branch and the Central Square Branch provide space for community groups to meet and present programs to the general public. The Library estimates that 750 groups will take advantage of this service in FY12.

The Community Development Department (CDD) published a report on "Housing Options for Older Cantabrigians" that led to a public forum on ways to successfully age in the community. Working with the Department of Human Service Programs, the City will continue dialogue with other public and non-profit organizations to follow-up on ways to support aging in Cambridge. 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 has begun working with the community, businesses and property owners 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, urban design character, long term sustainability, transportation and infrastructure improvements. Also, the City has commenced implementation of recommendations of the Charles River planning study, which focused on access to and experience of the waterfront, including discussions with neighborhood groups and working with DCR to address amenities and infrastructure.

The Nightlife & Outdoor Activities Taskforce and began implementation of recommendations to encourage greater utilization of parks, plazas and performance venues for special events and entertainment, and to help local businesses benefit from the increased activity. Worked with Cambridge Office for Tourism to develop a master events calendar for the city, and held a workshop to assist neighborhood groups and others with special event planning. The City continues to support increased outdoor dining at local establishments.

- **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. In May 2010, the City was one of the first 35 communities in Massachusetts to be designated as a Green Community by the Commonwealth. This designation was a result of meeting five criteria, among them making a commitment to reducing energy consumption in municipal buildings by 20% over a 2008 baseline, by 2013. In FY11, the City took steps to meet this goal by replacing failing or outdated boilers at the Longfellow School building, Moore Youth Center and the Public Works Frazier Administration building, and by installing energy-efficient lighting and occupancy sensors at five municipal buildings (Area IV, Frisoli and Gately Youth Centers, Engine 3 and Senior Center) and four schools (Baldwin, Haggerty, Kennedy-Longfellow



and Peabody). This work was performed using \$759,600 in Federal Energy Efficiency and Conservation Block Grant (EECBG) stimulus funds and \$131,000 of the FY11 School Department public investment allocation. NSTAR subsidized the project costs with more than \$160,000 in utility rebates. In addition, \$283,770 in state Green Communities grant funds is being used to design and install heating, ventilating and air conditioning (HVAC) improvements at Area IV Youth Center, Frisoli Youth Center and the Haggerty School.

An allocation of \$780,000 in the Capital Budget, from additional revenues from FY11 and FY12, resulting from a rate increase in resident parking stickers adopted in FY11 by the City Council, will be used to further the City's work in reducing energy consumption. A total of \$400,000 will be used for municipal and school buildings. These projects will consist of lighting upgrades and installation of occupancy sensors where appropriate and improvements to HVAC systems, such as installation of variable speed drives and direct digital controls, as well as boiler replacement. The City will also apply for NSTAR rebates to increase the total project value. \$280,000 will be allocated toward a bike share program, with \$100,000 to be used toward branding and continued outreach activities aimed at reducing energy consumption.

Public Works continues to act as a lead sponsor of Cambridge GreenSense, a municipal energy and sustainability awareness program committed to improving energy efficiency throughout City government. Since 2009, GreenSense has engaged 75 municipal employees in more than 40 City buildings to meet the program goals and advance the City's role as a "green" leader. In its first year, the program helped reduce electricity consumption by 5% in participating City buildings. In FY11, Cambridge GreenSense helped to promote single-stream recycling, highlighting the energy savings and greenhouse gas emissions reduced by recycling.

The City increased the tons recycled by over 10% and decreased trash disposed of by 6% during the first 6 months of "single stream" recycling—in which residents place paper, cardboard, glass, metal and plastic containers together in one recycling toter on wheels. This program required extensive public education and outreach, and the distribution of over 14,000 toters to residents, which was funded in the FY11 Capital Budget (\$700,000).

The FY12 Budget includes a \$6,000,000 allocation to the Cambridge Health Alliance (CHA). 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, the Cambridge Public Health Department and Network Health, a growing managed care plan. CHA is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine.

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. In 2010, the Department developed a food allergy policy, which was implemented by the Cambridge Public Schools; established a school absenteeism and communicable disease surveillance system in schools and universities; helped launch Baby University, a citywide collaborative focused on parenting; participated on a federal planning committee to develop large-scale regional emergency preparedness exercises; and implemented the Cambridge Biosafety Regulation. The Department continued to play a major role in several City initiatives, including the Agenda for Children, the Men of Color Health

Initiative and the Domestic Violence Free Zone Initiative. In 2010, Cambridge received national recognition for programs associated with these three initiatives.

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

- The Main Library and West Cambridge Youth and Community Center were awarded Silver certification by the U.S. Green Building Council's Leadership in Energy Efficient Design (LEED) certification program.
- Cambridge was named a Tree City USA by the National Arbor Day Foundation for the 18th consecutive year, and named a winner of the more prestigious Growth Award for the 3rd consecutive year. These awards recognize the City's overall urban forestry program, and in particular the five-fold increase in the City's annual tree pruning budget during the past year and the strengthening of tree planting specifications used by the City and its contractors. The FY12 Capital Budget contains \$100,000 to fund the ongoing program to perform structural pruning to approximately 600 trees in parks throughout the City and at the 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. Worked with the Planning Board and developers on the application of recently adopted zoning.
- Funded by a \$350,000 federal Energy Efficiency and Conservation Block Grant (EECBG) allocation for outreach to businesses and residents, with a special focus on low-income households, CDD worked with the Cambridge Energy Alliance (CEA) to promote energy audits and efficiency measures. CDD oversaw purchase of renewable energy certificates, which is supported in the operating budget to offset municipal electricity use.
- Received a \$150,000 state grant to fund subsidies toward purchase of additional hybrid cabs through the Cambridge Clean Air Cab program and began to develop plans for infrastructure for electric vehicles.
- Installed parking for 150 bicycles, funded by EECBG, and continued programs to improve conditions for cyclists, pedestrians and transit users, including work on bicycle wayfinding, bike fix-it stations, bus shelters and bicycle sharing.
- Continued to work with the Climate Protection Action Committee (CPAC) and with community groups to set new goals and to develop and implement strategies to reduce greenhouse gas emissions. Cambridge was selected as one of eight US cities to pilot the ICLEI – Local Governments for Sustainability program to help communities adapt to climate change. Began process of assessing the city's vulnerability to climate disruption, including impacts of heavier precipitation and more severe storms, sea level rise and hotter summers. The Capital Budget contains \$150,000 to develop a Climate Change Adaptation Plan within the next two years to prepare for the environmental impacts that will result from climate change.
- The Water Department initiated an "Energy Efficiency Study" of the water treatment plant and associated gatehouses, with the anticipated goal of reducing energy consumption.
- Implemented a pilot test of LED streetlights on Inman Street from Broadway to Mass. Ave. 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.

- \$2,750,000 has been allocated in the Capital Budget to support water system improvements and \$36.0 million has been recommended for sewer reconstruction work in Harvard Square, Agassiz and mid-Cambridge communities and in the Alewife watershed. It is expected that the infrastructure reconstruction project will begin in the fall of 2011 on Western Avenue and will continue thereafter for a period of two years.
- **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 \$407,700, 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 also maintains a constantly updated tourism Website and produces sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge. COT has made additions and improvements to its Website, which allows it to be more interactive and user friendly, integrates connections with Twitter and Facebook, and enables more mobile tourism from the site. Also, COT has developed a mobile Website that will be compatible with smart phones and handheld devices.

COT has purchased a Cambridge section on Trip Advisor, currently 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 implemented a new software system called 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 2010-11 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.

One of the many functions the Information Technology Department (ITD) fulfills is to continuously develop and improve the City's Website, which provides remote access to important City resources and information. This includes 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. Some of the initiatives undertaken by ITD to achieve the above Goal include:

- Launched the new City Website. Designed and implemented new Library and DPW Websites.
- Launched new City webcast pages with upgraded player functionality, providing cross-platform support and smart phone compatibility.
- Created a system allowing for online reporting of potholes.
- Enhanced online permitting to allow for online payment of DPW permits.
- Implemented Wi-Fi service at all Youth Centers and the parks associated with them. Completed the design and implemented the network and Wi-Fi service at the renovated CRLS.
- Received data and managed the citywide flyover project for Cambridge. The flyover took place on April 14, 2010, to enable creation of new GIS base map layers and color orthophotos (seamless aerial photos). GIS layers include paved surfaces, buildings, rail lines, water bodies, pavement markings, traffic features, topographic contours and an impervious surface layer.
- Improved the web-enabled interactive GIS tool, Cambridge CityViewer, for City staff and for use on the Internet. Added more data connections and updated all of the basemap information with new April 2010 base map layers and aerial photography. Added new viewers for both staff and public use.
- Conducted a search for, and participated in the evaluation of a new permitting system that will be implemented for Inspectional Services and DPW.
- Enhanced online permitting capability for the DPW, Traffic and License Departments.
- Implemented online Registration and Payment System (Rec Trac) for the DHSP programs.
- Work is under way to implement a Real Estate Tax online payment mechanism, which includes an option to pay by electronic check (ACH) or credit/debit card for a fee, prior to the first half Real Estate billing in October 2011.

The FY12 Budget includes the addition of a web innovation developer position 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 \$535,000 in the Capital Budget will fund the planned upgrade of the Peoplesoft financial, human resources and payroll systems (\$300,000); implementation of a web-based online Permit System for Inspectional Services, which is an extension of the Cambridge Request System (CRS) application (\$75,000); upgrades to department Websites using the new Sitecore Content Management system (\$75,000); upgrades to the City's fiber optic network by replacing obsolete equipment (\$75,000); and for enhancements to the GIS web tools for public access to City infrastructure assets (\$10,000).

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, especially in the emerging environmental or green jobs fields; and real estate information in support of the City's development districts and neighborhood retail areas. The Division also maintains close relationships with existing larger businesses to retain major employers and works to attract new businesses to the City.

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). An additional, \$150,000 in the Capital Budget supports a wide range of economic development workshops and programs that include the Retail Best Practices Program (\$20,000), Biomedical Careers Program (\$81,000) and small business workshops (\$49,000).

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 —ECommerce – Building a Web Presence,” —Real Estate Basics for Small Businesses,” —Introduction to Record Keeping and Accounting,” —Enhancing Your Marketing Strategy” and —Introduction to Quickbooks.” 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.
- Through the Retail Best Practices Program, assisted 44 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 10 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 and participation in Bio2011, the world's largest biotechnology conference, held in Washington, DC, to attract additional life sciences companies to Cambridge.

- Continued payments in lieu of tax (PILOT) agreements that the City has negotiated with Harvard University and 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 FY12 Budget provides significant resources to support this Goal. The total Public Safety Budget for FY12 is \$104,151,875, 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 FY12 Budget of \$39.1 million supports 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 57 are currently classified as Class 1. Cambridge is the only department in Massachusetts rated Class 1.

The FY12 Capital Budget contains \$80,000 to provide funding for the replacement of two Fire vehicles, including a Paramedic Squad van and a Division Squad vehicle. In addition, \$540,000 has been budgeted to provide funding for window replacement at Engine 3 in East Cambridge (\$150,000), stair replacement (\$229,000) and bathroom renovations (\$136,000) at Engine 5 in Inman Square and \$25,000 for miscellaneous improvements.

The FY12 Budget of \$43.5 million supports the Police Department Budget. The Police narrative provides extensive detail on its initiatives, performance measures, goals and crime statistics. The 2010 customer satisfaction responses collected from incident reports rated the Department at 91% satisfaction with Overall Response and 98% satisfaction with Professionalism of Officer Conduct. 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, one of the major department initiatives embarked upon during 2010 that will carry the Department through FY12 is the strategic planning effort. 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), has successfully initiated a Safety Net Collaboration, 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 with Cycle Kids, Inc., a program focused on healthy lifestyles, bicycle safety and safety based curriculum, throughout the year 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.

The License Commission works to promote public safety by conducting inspections of the licensed alcohol establishments. Inspections are carried out in conjunction with the Inspectional Services Department and Fire Department. There are currently 265 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.

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 period for all new drivers. The Commission continues to work toward reducing complaints and increasing professionalism in the industry.

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, such as the work recently done on Prospect Street, improve safety for all travel modes. Also, bike lanes have been added on Brookline Street from Henry to Franklin Streets and on Brattle Street from Sparks Street to Fresh Pond Parkway.

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. The increased development in Kendall Square has resulted in far fewer trips, due to these efforts, than was anticipated in the 1970s when the urban renewal efforts started.

The FY12 Capital Budget contains \$800,000 to support: Traffic Signal Repair and Upgrades (\$250,000), Parking Garage Repair and Upgrades (\$200,000), Parking Meters and Parking Pay Stations (\$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 third 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 update increased the emphasis on a "complete streets" program, where streets are designed for all users—pedestrians, cyclists, bus riders, drivers and residents—and included more sidewalk reconstruction and missing ramp reconstruction on major arterials to increase accessibility for pedestrians. The Capital Budget contains \$4,445,135 for street and sidewalk reconstruction at various locations throughout the city, which includes an additional \$2.0 million from bond proceeds. Also, an additional \$2.0 million has been added to the \$2.5 million appropriated last year for improvements to the Harvard Square Tunnel and \$300,000 for design services and repairs for Kendall Square.

## OUTLOOK AND CONCLUSION

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 significant federal budget reductions on local and state governments; spiraling energy costs and their impact on inflation and the economic recovery under way; the impact of increasing health insurance costs as well as implementation of cost containment strategies for municipalities at the state level, which are currently being formulated; and the impact of future declines in State Aid to cities and towns.

Despite these challenges, Cambridge has survived relatively well 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). The percentages cited below reflect responses of excellent or good to the questions asked. Highlights of the survey include the following:

- 92% of respondents indicated the “Overall Quality of Life” as either excellent or good
- 90% indicated that Cambridge was either an excellent or good “Place to Live”
- 67% rated the “City Government/Overall Performance” as either excellent or good
- 85% rated the “Overall Quality of Their Neighborhood” as either excellent or good
- 76% indicated that Cambridge was either an excellent or good “Place to Raise a Child”
- 3% indicated that taxes are the “Single Most Important Issue Facing the City Today”

The survey also reflects feedback regarding specific services provided by the City. Overall, the results reflect positive rating increases over the five prior survey averages.

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 FY12 Budget, which can be evidenced in my message and by reading individual departmental narratives.

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. However, the issues noted above could have a negative impact on our financial projections.

The major priority affecting future budgets will be the multi-year Elementary School Rebuilding Program in conjunction with the recently adopted Innovation Agenda by the School Committee. Our current five year capital plan has \$55 million budgeted for this purpose, with \$3.0 million recommended in FY12 for design services for the first elementary school to be upgraded. In addition, the City is in the process of updating its Other Post Employment Benefits (OPEB) actuarial study, which is scheduled to be completed by mid-year. It is likely that the City will need to budget additional OPEB contributions 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.

FY10 was a solid year financially for the City of Cambridge, considering the economic circumstances. Our sound financial practices have left the City with substantial reserves including \$89.3 million in Free Cash, \$98.6 million in excess levy capacity, \$13.0 million in Parking Fund balances and \$6.3 million in Water Fund balances. In addition, the Health Claims Trust ended FY10 with a balance of \$16.2 million, with the Debt Stabilization reflecting a \$13.4 million balance and the School Stabilization Fund showing a \$7.3 million balance. It is anticipated that the City will also end FY11 in 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, as we continue to navigate through these difficult economic times, 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. 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 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 FY12 Budget which reflects a 1.75% increase and a moderate growth in the property tax levy. The growth in the property tax levy has again been impacted by reductions in State Aid. 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,

A handwritten signature in black ink, appearing to read "Robert W. Healy". The signature is fluid and cursive, written over a white background.

Robert W. Healy  
City Manager

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# BUDGET CALENDAR

<b>December 2010</b>	Adoption of City Council Goals.	<b>January 24, 2011</b>	Formal department presentations to the
<b>December 8, 2010</b>	Briefing on FY12 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.	<b>through</b> <b>March 14, 2011</b>	City Manager
<b>December 9, 2010</b> <b>through</b> <b>December 20, 2010</b>	All personnel analysis sheets reviewed for accuracy. All corrections placed on the personnel analysis sheets. All personnel analysis sheets returned to the Budget Office.	<b>March 15, 2011</b> <b>through</b> <b>March 30, 2011</b>	City Manager and Budget staffs conduct final review of departmental budgets.
<b>January 2011</b>	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.	<b>April 25, 2011</b>	Submission of the City Manager's Budget to the City Council. Department benchmarks updated as of 3/31/11.
<b>January 10, 2011</b>	Deadline for budget submission to the City Manager. Department benchmarks updated as of 12/31/10.	<b>May 2, 2011</b> <b>through</b> <b>May 19, 2011</b>	Dates for public hearings on FY12 Budget.
		<b>May 23, 2011</b>	Projected Budget Adopted by City Council.
		<b>June 9, 2011</b>	Deadline for City Council adoption of the Budget.
		<b>June 30, 2011</b>	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
		<b>July 1, 2011</b>	Begin execution of FY12 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 FY12 was initiated in November 2010. 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 FY12, 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 FY12 budget cycle was on the further integration of new City Council goals, adopted in December 2010, with departmental goals and performance measures. This is the 16th year of the format, which allows the City Manager and the City Council to better quantify City services. This format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. Working within this framework has facilitated the continuing refinement of the budget document. In the FY12 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 FY12 budget process would again be more difficult than those of recent years. 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 FY12 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: 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 FY12 goal was to submit a budget to the City Council that supports Council priorities and the programmatic and operational needs associated with the new facilities. 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 10, 2011.

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 FY12 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 FY12 Budget to the City Council on April 25, 2011.

From May 2 – May 19, 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 9.) The City Council is projected to adopt the FY12 Budget on May 23, 2011. The Annual Budget for FY12 becomes effective July 1, 2011.

## **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 therefor has been made by means of a supplemental appropriation. No ordinance, vote or appointment creating a new position in any year in which a municipal election is held shall be valid and effective unless said ordinance, vote or appointment is operative for more than three months during said municipal election year.

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

- (1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:
  - (a) Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
  - (b) Ordinary maintenance not included under (a): and
- (2) Proposed expenditures for other than ordinary maintenance, including additional equipment the estimated cost of which exceeds one thousand dollars.

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

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

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

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

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

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

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

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

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

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

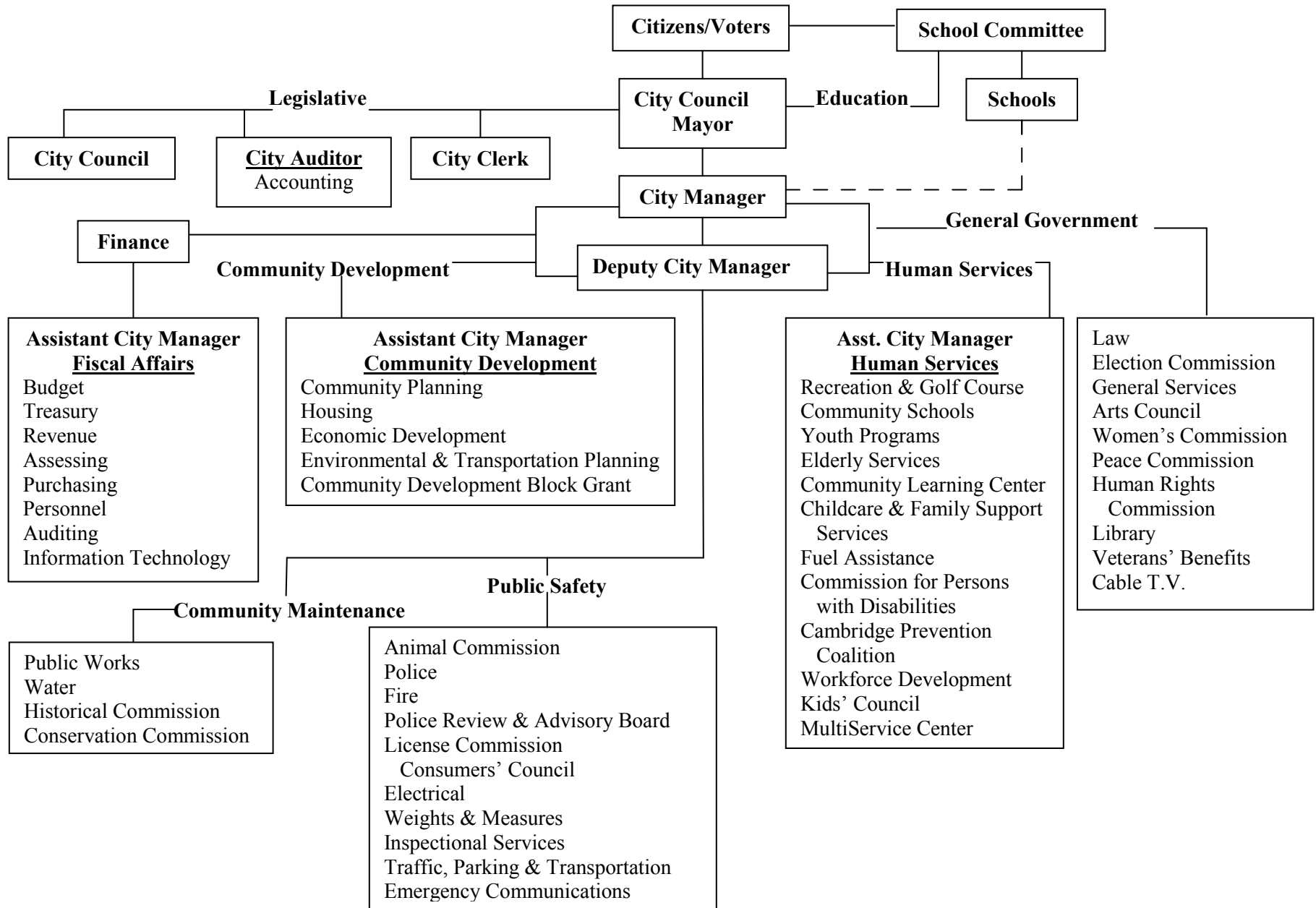
CHAPTER 44, SECTION 33B. TRANSFER OF APPROPRIATIONS; RESTRICTIONS. On recommendation of the mayor, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation for the same department, but no transfer shall be made of any amount appropriated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

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

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

# ORGANIZATIONAL CHART

## City of Cambridge, Massachusetts



# GLOSSARY

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

**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 basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 23 in Section II.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Department.** A principal, functional and administrative entity created by statute and/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.

**FY10 Actual.** FY10 actual numbers provided by departments based on the departments' internal tracking methods.

**FY11 Budget.** Numbers stated in the FY11 budget document as the FY11 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

**FY11 Projected.** Estimate of what will be achieved in FY11 based on year-to-date performance.

**FY12 Proposed.** Estimated FY12 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, 2011 to June 30, 2011 is FY12.

**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 which issue credit ratings on municipal bonds.

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

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

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

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

**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	BARC
Boston Convention and Exhibition Center	BCEC
Bunker Hill Community College	BHCC
Board of Zoning Appeal	BZA
Campus Alcohol Advisory Boards	CAAB
Commission on Accreditation of Ambulance Service	CAAS
Cambridge Arts Council	CAC
Computer Aided Dispatch	CAD
Cambridge Auxiliary Fire Department	CAFD
Comprehensive Annual Financial Report	CAFR
Commission on Accreditation for Law Enforcement Agencies	CALEA
Computer Assisted Mass Appraisal	CAMA
Computer Assisted Management of Emergency Operations	CAMEO
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	CFC's
Cambridge Health Alliance	CHA
Cambridge Historical Commission	CHC
Children In Need of Services	CHINS
Cambridge Human Rights Commission	CHRC
Cambridge Alcohol Advisory Board	CLAB
Community Learning Center	CLC
Cambridge Leadership Network	CLN
Cambridge Neighborhood Apartment Housing Services	CNAHS
Council on Aging	COA
Cost-Of-Living-Allowances	COLA
Criminal Offender Record Information	CORI
Cambridge 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	Home Improvement Program	HIP
Department of Public Works	DPW	Health Insurance Portability and Accountability Act	HIPAA
Department of Social Services	DSS	Health Maintenance Organization	HMO
Domestic Violence-Free Zone	DVfZ	Homeowners' Rehab, Inc.	HRI
Domestic Violence Task Force	DVTF	Human Resources Management System	HRMS
Department of Youth Services	DYS	Federal Department of Housing and Urban Development	HUD
Emergency Action Plan	EAP	Heating, Ventilation and Air Conditioning	HVAC
Emergency Communications and 911 Center	ECC	In Case of Emergency	ICE
Equal Employment Opportunity	EEO	Inspectional Services Department	ISD
Equal Employment Opportunity Commission	EEOC	Insurance Services Office	ISO
Electronic Funds Transfer	EFT	Intensive Studies Program	ISP
U.S. Department of Energy, Energy Information Administration	EIA	Information Technology	IT
Energy Information System	EIS	Information Technology Department	ITD
Emergency Medical Services	EMS	Just-A-Start	JAS
Emergency Operating Center	EOC	King Open Extended Day	KOED
Massachusetts Executive Office of Environmental Affairs	EOEA	Kilowatt Hour	KwH
Water System Emergency Operating Plan	EOP	Lifetime Empowerment and Awareness Program	LEAP
Emergency Preparedness and Response	EP&R	Light Emitting Diode	LED
U.S. Environmental Protection Agency	EPA	Leadership in Energy and Environmental Design	LEED
Early Retirement Incentive	ERI	Local Emergency Planning Committee	LEPC
English for Speakers of Other Languages	ESOL	London Interbank Offered Rate	LIBOR
Federal Emergency Management Association	FEMA	Leading Pedestrian Interval	LPI
Fats, oils and grease	FOG	Lead-Safe Cambridge	LSC
Fresh Pond Advisory Board	FPAB	Library Services and Construction Act	LSCA
Full-time equivalent	FTE	Long Term 2 Enhanced Surface Water Treatment Rule	LT2ESWTR
Generally Accepted Accounting Principles	GAAP	Massachusetts Association of Conservation Commissions	MACC
Government Accounting Standards Board	GASB	Metropolitan Area Planning Council	MAPC
Greater Boston Convention and Visitors Bureau	GBCVB	Minority Business Enterprise	MBE
Gay, Bisexual, Lesbian and Transgender	GBLT	Massachusetts Board of Library Commissioners	MBLC
General Education Degree	GED	Massachusetts Bay Transportation Authority	MBTA
Geographic Information System	GIS	Massachusetts Commission Against Discrimination	MCAD
Global Positioning System	GPS	Massachusetts Comprehensive Assessment System	MCAS
Help America Vote Act	HAVA	Metropolitan District Commission	MDC
High Efficiency Particulate Air	HEPA	Massachusetts Emergency Management Agency	MEMA
High frequency	HF	Massachusetts General Laws	MGL
High Intensity Florescent	HIF	Massachusetts Institute of Technology	MIT
		Municipal Lien Certificate	MLC



Metro-Region Conservation Agents Association	MRCAA	Rehabilitation Assistance Program	RAP
Minority Student Achievement Network	MSAN	Record Management System	RMS
Middle School Partnership	MSP	Registry of Motor Vehicles	RMV
Mayor's Summer Youth Employment Program	MSYEP	Reaching Out About Depression	ROAD
Massachusetts Water Pollution Abatement Trust	MWPAT	Rindge School of Technical Arts	RSTA
Massachusetts Water Resources Authority	MWRA	State and Local Assistance	S/LA
National Academy of Emergency Medical Dispatch	NAEMD	Student Awareness and Fire Education	SAFE
National Association for the Education of Young Children	NAEYC	Superfund Amendment and Reauthorization Act	SARA
Neighborhood Conservation Districts	NCD	Substance Abuse Services for Seniors	SASS
No Child Left Behind	NCLB	School Building Assistance	SBA
National Endowment for the Arts	NEA	Supervisory Control and Data Acquisition	SCADA
New England Foundation for the Arts	NEFA	Self Contained Breathing Apparatus	SCBA
New Economy Taskforce	NET	Safe Drinking Water Act	SDWA
National Football League	NFL	School Improvement Plans	SIP
National Incident Management System	NIMS	State Office of Minority & Women Business Assistance	SOMWBA
North Cambridge Artists' Open Studios	NoCA	Sex Offender's Registration Information	SORI
National Pollution Discharge Elimination System	NPDES	Street Preservation Offset Fund	SPOF
National Union Catalogue of Manuscript Collections	NUCMC	School Resource Officers	SRO
Non-Violent Communication	NVC	Stage 2 Disinfection Byproduct Rule	Stage2DBPR
Office of Campaign and Political Finance	OCPF	Students Teaching and Advocating Respect	STARS
Other Postemployment Benefits	OPEB	Treasury Bill	T-Bill
Occupational Safety and Health Administration	OSHA	Transportation Demand Management	TDM
Overtime	OT	True Interest Cost	TIC
Office of Workforce Development	OWD	Technical Services Division	TSD
Program in Afterschool Education and Research	PAER	Urban Area Security Initiative	UASI
Public Art Youth Council	PAYC	Unrestricted General Government Aid	UGGA
Public Employee Retirement Administration Commission	PERAC	Urban Park and Recreation Recovery	UPARR
Police Executive Research Forum	PERF	Underground Railway Theater	URT
Payments In-Lieu-Of Tax	PILOT	Vulnerability Assessment or	VA
Public Information Officer	PIO	U.S. Department of Veterans Affairs	
Peace and Justice Corps	PJC	Veterans of Foreign Wars	VFW
Problem Oriented Policing	POP	Volunteers In Police Service	VIP'S
Proportional Representation	PR	Voice over Internet Protocol	VoIP
Police Review and Advisory Board	PRAB	Wireless Fidelity	WiFi
Parking and Transportation Demand Management	PTDM	Young Men's Christian Association	YMCA
Radio Amateur Civil Emergency Service	RACES		
Rape Aggression Defense	RAD		

# 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: 2000 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. 67.7% of all households rent; 32.3% 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).

- 89.4% of the population of Cambridge who are 25 years or older are high school graduates, while 65.1% of the same age group have completed four or more years of college (Source: 2000 US Bureau of Census).
- A majority of all local jobs are in services (87%). Service employment is dominated by education, business including research and development and computer/software, engineering, government and management, and health services. Nine percent (9%) of all jobs are in retail and wholesale trade; 4% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Novartis Institute, (5) Mt. Auburn Hospital, (6) Vertex Pharmaceuticals, (7) Genzyme, (8) Biogen IDEC, (9) Federal Government and (10) Pfizer (Wyeth). (Source: Cambridge Community Development Department and cited employers, 2010).
- 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%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Hispanic Origin	6.8%	7.4%	7.6%
<i>Persons of Hispanic origin may be of any race.</i>			

## 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 (Source: City's Record as of 4/04/2011)	63,603
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 01/01/10)

Type of House	Median Value	FY11Tax Bill*	# of Parcels
One family	\$670,450	\$3,870	3,786
Two family	\$638,550	\$3,609	2,618
Three family	\$721,500	\$4,286	1,305
Condominium	\$364,100	\$1,370	13,447

\*includes residential exemption

## INSTITUTIONS OF HIGHER LEARNING

(Source: Cambridge Community Development Department)

	Degree Candidates 2009-2010
Harvard University	17,372
Massachusetts Institute of Technology	10,178
Lesley University	4,815
Cambridge College	3,704

## THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Dept. and cited employers, 2010)

Rank	Name of Employer	Nature of Business	Number of 2010 Employees
1.	Harvard University	Education	10,718
2.	MIT	Education	7,604
3.	City of Cambridge	Government	2,922
4.	Novartis	Biotechnology	2,095
5.	Mt. Auburn Hospital	Medical	1,665
6.	Vertex Pharmaceuticals	Biotechnology	1,600
7.	Genzyme Corporation	Biotechnology	1,504
8.	Biogen Idec	Biotechnology	1,350
9.	Federal Government	Government	1,316
10.	Pfizer (Wyeth)	Biotechnology	1,300

## OFFICE/LAB MARKET FACTS (2010)

Source: CB Richard Ellis

- Office Market continued to expand, with positive absorption of 348,000 sq. ft. and a decline in availability rate of 14.0%
- Major tenants : Microsoft, Google, Art Technology Group all renewed and or expanded office space
- Cambridge Lab market exceeded expectations in 2010. Sanofi Aventis continued to increase its presence in Cambridge.

Cambridge continues to be a net importer of jobs within the region, enjoying its position as a center of employment in the Boston area. In 2009 the City's employment ratio was 105 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 2.0%, in contrast to the 3.4% decline experienced by the State.

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

Per Capita Personal Income					
	2004	2005	2006	2007	2008
United States	\$33,881	\$35,424	\$37,698	\$39,392	\$40,166
Massachusetts	42,032	43,770	47,162	49,644	50,897
Boston MSA	45,656	47,610	51,493	54,117	55,187
Cambridge*	49,730	51,703	56,062	58,961	60,093
Cambridge as % of MA	118.3%	118.1%	118.9%	118.8%	118.1%
Cambridge as % of US	146.8%	146.0%	148.7%	149.7%	149.6%

\*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.

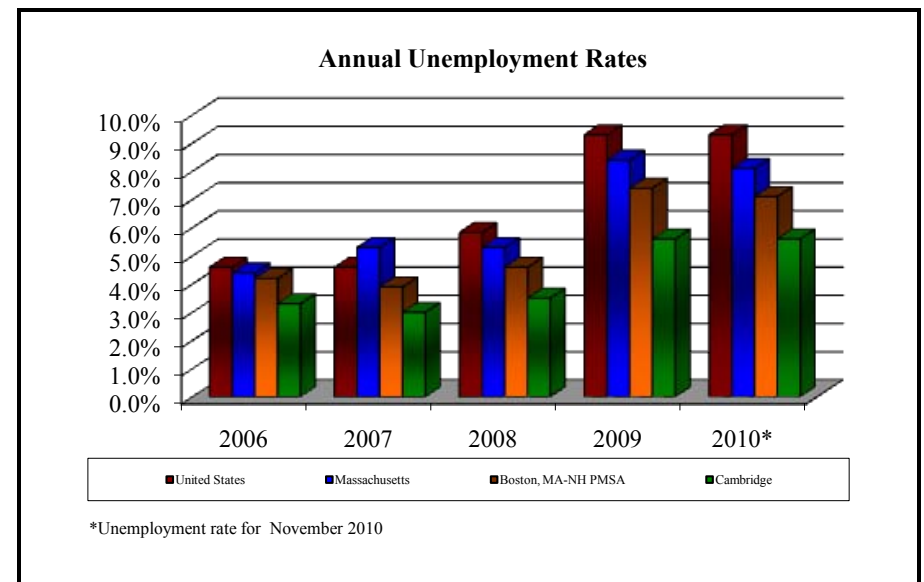
Note: 2004-2007 figures have all been adjusted since last year

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 2010 was 5.6% for Cambridge, 7.1% for the Metro area, 8.1 % for the State and 9.3% for the United States.

Percentage Distribution of Jobs by Sector				
	2008		2009	
Other Goods Producing*	25	0.0%	64	0.1%
Trade, Transportation & Utilities	9,680	8.9%	9,160	8.6%
Construction	987	0.9%	768	0.7%
Manufacturing	3,854	3.6%	3,847	3.6%
Information	4,114	3.8%	3,609	3.4%
Financial Activities	2,523	2.3%	2,478	2.3%
Professional and Business Services	30,952	28.5%	30,424	28.6%
Education and Health Services	36,061	33.2%	36,020	33.9%
Leisure and Hospitality	9,135	8.4%	9,005	8.5%
Other Services	2,444	2.3%	2,461	2.3%
Government	8,770	8.1%	8,569	8.0%
<b>TOTAL</b>	<b>108,545</b>	<b>100%</b>	<b>106,405</b>	<b>100%</b>

Source: Mass. Executive Office of Labor and Workforce Development

\*New Category since 2009. 2008 has been adjusted to reflect this.



Source: Mass Executive Office of Labor and Workforce Development

# TAX FACTS

## ASSESSMENTS ( In Millions)

Fiscal Year	Real Property	Personal Property	Total
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
2007	21,507.8	659.3	22,167.1

## TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2011	\$19.90	\$8.16	\$10.08
2010	18.75	7.72	10.28
2009	17.97	7.56	9.76
2008	17.24	7.36	9.88
2007	18.30	7.48	9.55

## CITY OF CAMBRIDGE LEVIES

Fiscal Year	Total Levy
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
2002	187,444,551

## TOP TEN TAXPAYERS FISCAL 2011

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education *	\$1,780,800,100	\$33,929,810	11.95%
BioMed Realty Trust	Commercial	806,074,400	15,867,559	5.59
Boston Properties	Commercial	568,494,000	11,313,031	3.98
Equity Partners	Commercial	284,062,200	5,021,479	1.77
Pres. & Fellows of Harvard College	Education*	362,094,900	4,894,440	1.72
New England Development	Commercial	214,500,000	4,268,550	1.50
Novartis Pharmaceuticals	Commercial	195,624,900	3,892,936	1.37
PREEF American Reit II Corp.	Commercial	188,138,600	3,743,958	1.32
RB Kendall Fee LLC	Commercial	191,032,300	3,789,490	1.33
Alexandria Real Estate	Commercial	<u>156,467,400</u>	<u>3,109,721</u>	<u>1.12</u>
		\$4,747,288,800	\$89,830,974	31.63%

\*Does not include Payments in Lieu of Taxes

Commercial Tax Rate Comparison	FY 11 Tax Rate (per \$1,000)	FY 10 Tax Rate (per \$1,000)	FY 09 Tax Rate (per \$1,000)
Cambridge	\$ 19.90	\$ 18.75	\$ 17.97
Brookline	\$ 18.30	\$ 17.80	\$ 17.32
Somerville	\$ 21.21	\$ 20.44	\$ 19.25
Boston	\$ 31.04	\$ 29.38	\$ 27.11
Watertown	\$ 25.87	\$ 24.58	\$ 22.54

Residential Tax Rate Comparison	FY 11 Tax Rate (per \$1,000)	FY 10 Tax Rate (per \$1,000)	FY 09 Tax Rate (per \$1,000)
Cambridge	\$ 8.16	\$ 7.72	\$ 7.56
Brookline	\$ 11.30	\$ 10.97	\$ 10.69
Somerville	\$ 12.71	\$ 12.30	\$ 11.71
Boston	\$ 12.79	\$ 11.88	\$ 10.63
Watertown	\$ 13.92	\$ 13.31	\$ 12.24

# **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 and judgments and claims, all of which are recorded as expenditures to the extent that they have been paid or are expected to be paid with expendable available resources.
- c. Proprietary Funds and Fiduciary 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, 2010.

	<b>Revenues</b>	<b>Expenditures</b>
As reported on a budgetary basis	\$381,730,484	\$416,267,545
Adjustments:		
Revenues to modified accrual basis	9,004,607	-
Expenditure, encumbrances, and accruals, net	-	1,050,087
Reclassification of premium on debt issuance	<u>(915,209)</u>	<u>-</u>
As reported on a GAAP basis	389,819,882	417,317,632
Premium on bond issuance	915,209	-
Interfund Transfers	<u>18,726,231</u>	<u>2,341,132</u>
As shown on Page II-52	\$409,461,322	\$419,658,764



# FINANCIAL POLICIES AND GUIDELINES

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

As Moody's noted in its most recent credit report, the "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.

	<b>Per Capita Assessed Valuation</b>	<b>Unreserved Fund Balance as % of Revenues</b>	<b>Total Fund Balance as % of Revenues</b>	<b>Gross Direct Debt as % of Assessed Valuation</b>
Median	\$101,790	11.94%	23.94%	2.49%
Cambridge	\$229,761	34.58%	38.22%	1.5%

Source: Moody's Investors Service 2009 Local Government National Medians Report. The medians shown above are from the 2009 report with comparable figures for Cambridge. The population figure is from the U.S. Department of Commerce Bureau of Census, 2010 Census Report.

The table below shows several financial indicators that were key factors in the decisions made by the rating agencies to award Cambridge three AAA ratings.

	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
Excess Levy Capacity (1)	\$88,252,928	\$92,660,761	\$98,559,309	\$99,350,404	\$95,451,935
General Fund Balance (2)	\$167,518,724	\$156,495,338	\$146,297,896	\$144,220,140	\$144,220,140
Free Cash (3)	\$91,754,033	\$84,569,498	\$89,315,773	\$88,000,000	\$88,000,000
Rapidity of Debt Retirement (4)	79.4%	77.6%	79.6%	79.8%	79.8%

- 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 FY08-11 are actual amounts and FY12 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 FY08-10 are actual amounts and those shown for FY11-12 are projected figures.
- 4) The percentages shown represent the percent of total debt that would be retired in ten years. With few exceptions, all debt issued by the City is retired within ten years.

# INVESTMENT POLICY

## I. PURPOSE

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of City of Cambridge (the City) funds. The City's investment program is operated by the City Treasurer in conformance with all applicable federal and state requirements including MGLA c.44, §§ 54 and 55.

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

## II. SCOPE

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

## III. INVESTMENT OBJECTIVES

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

### A. Safety of Principal

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

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

### B. Liquidity

The investment portfolio shall be structured to meet all of the City's cash requirements that may be reasonably anticipated. Furthermore, since all cash requirements cannot be anticipated, the portfolio should consist mainly of custodial arrangements, investment pools or money market funds specified below, securities or deposits with very short maturities, or securities with active secondary or resale markets.

### C. Yield

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

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

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

## **IV. STANDARDS OF CARE**

### A. Prudence

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

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

### B. Ethics and Conflicts of Interest

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

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

### C. Delegation of Authority

Authority to manage the investment program is granted to the Director of Financial Systems and Operations, hereinafter referred to as 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 and whose portfolios consist only of dollar-denominated securities; and
- Local government investment pools such as the Massachusetts Municipal Depository Trust and Massachusetts Municipal Depository Short Term Bond Fund.

No investments may be made in “derivative” securities such as futures, swaps, options, interest-only or principal-only mortgage-backed securities, inverse floaters, CMT floaters, leveraged floaters, dual index floaters, COFI floaters, and range floaters. These restrictions apply to direct investments as well as to investments through custodial arrangements, pools or money market funds discussed in applicable Sections. Thus, if a custodial arrangement, pool or fund includes securities listed in this paragraph, the City may not invest in shares or other interest in such custodial arrangement, pool or fund.

The City requires full collateralization on all demand deposit accounts including checking accounts, certificates of deposits and money market accounts.

The City shall not at any one time have on deposit in a bank, trust company or banking company an amount exceeding sixty per cent of the capital surplus of such bank, trust company or banking company unless satisfactory security is given to it by such bank, trust company or banking company for such excess.

### *B. Diversification*

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

1. At the time of acquisition, no more than ten percent (10%) of the overall portfolio may be invested in deposits with a single bank, unless the deposits are fully-insured or fully-collateralized, or in repurchase arrangements for a period longer than two business days conducted through a single dealer.
2. There is no limitation on the percentage of the overall portfolio that may be invested in: (1) U.S. government and agency obligations and in repurchase agreements fully collateralized by such securities, appropriate state pools, or an authorized custodial arrangement, pool or money market fund, if permitted by state statute, specified in the appropriate Section.
3. Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed 10 percent of the portfolio’s net assets at the time of purchase.

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

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

## **VII. REPORTS**

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

## **VIII. PORTFOLIO VALUATION**

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

## **IX. ADOPTION**

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

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

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

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

# **DEBT MANAGEMENT POLICY**

## **I. PURPOSE**

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

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

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

## **II. POLICY STATEMENT**

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

## **III. RESPONSIBILITY FOR POLICY**

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

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

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



#### **IV. GENERAL DEBT GOVERNING POLICIES**

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

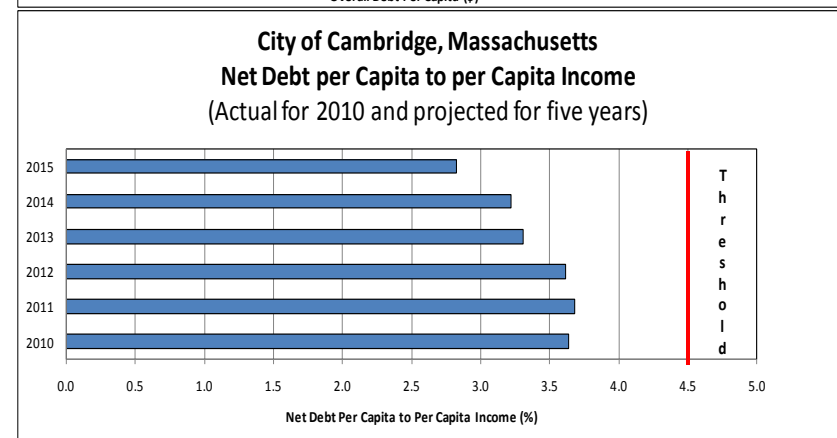
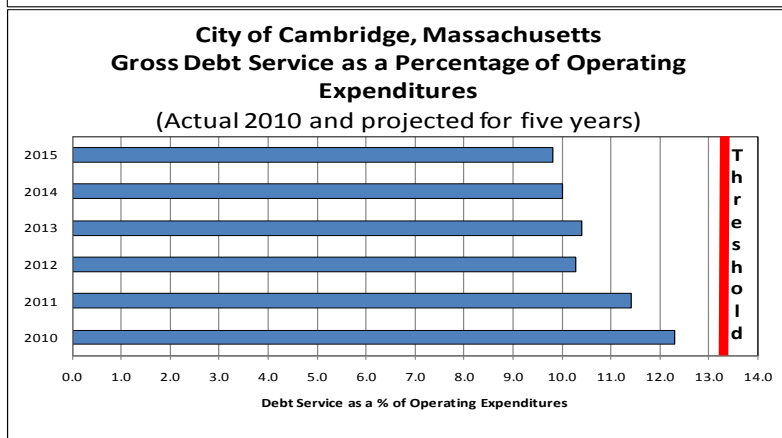
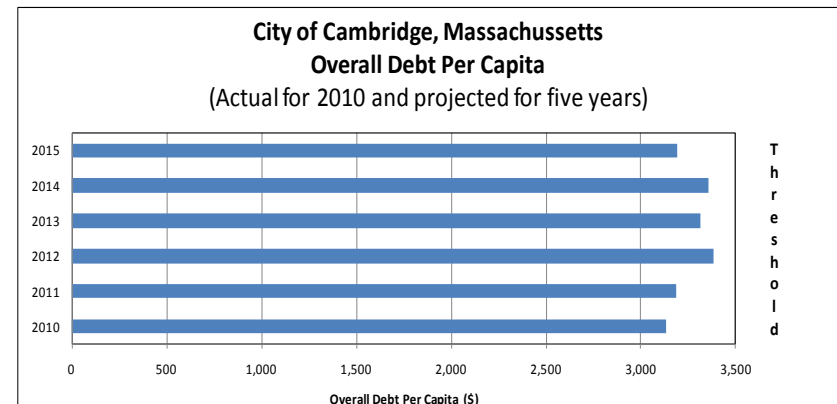
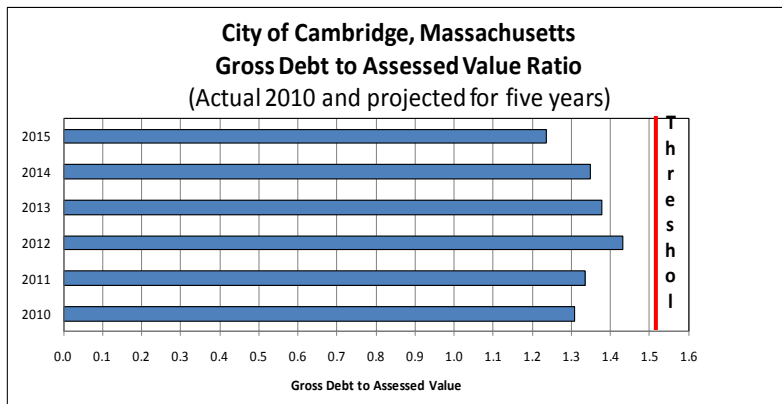
- A. The City shall not issue debt obligations or use debt proceeds to finance current operations of the City.
- B. The City will utilize debt obligations only for acquisition, construction or remodeling of capital improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.
- C. The City will measure the impact of debt service requirements of outstanding and proposed debt obligations on single year, five, ten and twenty-year periods. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary allocation.

#### **V. DEBT POLICIES, RATIOS AND MEASUREMENT**

- A. Purposes of Issuance – the City shall only issue debt obligations for acquiring, constructing or renovating City owned fixed assets or for refinancing existing debt obligations. 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 with the City. The ratio of Direct Debt to Estimated Full Assessed Value shall be calculated by dividing the City's Direct Debt by the estimated full-assessed value of all taxable properties within the City.
- E. Debt Service Levels – The City shall adhere to a debt management strategy that achieves the goal of limiting annual debt service to 12.5% of the total budget.

- F. Average Maturity of General Obligation Bonds – the City shall have at least 70% of outstanding general obligation bonds mature in less than ten (10) years.
- G. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3 percent and at least \$1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.
- H. The City shall not exceed fifty percent (50%) of its statutory debt limitation.
- I. Bond Covenants and Laws – The City shall comply with all covenants and requirements of the bond resolutions, and Massachusetts and Federal laws authorizing and governing the issuance and administration of debt obligations.

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



## DEBT RATIOS

Population <sup>1</sup>	Assessed Value <sup>2</sup>	Net Direct Debt <sup>3</sup>	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
105,162	\$ 24,162,077,598	\$ 259,523,612	1.07%	\$2,468

<sup>1</sup> The population figure is from the 2010 U.S. Census. Source: U.S. Department of Commerce Bureau of Census

<sup>2</sup> The assessed value reflects full market value as of January 1, 2010

<sup>3</sup> The net direct debt is as of June 30, 2010

## GENERAL DEBT LIMIT

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

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

### DEBT LIMIT CALCULATION

<b>Equalized Valuation as of January 1, 2010</b>	<b><u>\$ 28,162,029,300</u></b>
<b>Debt Limit (5% of Equalized Valuation)</b>	<b><u>\$ 1,408,101,465</u></b>
Total Outstanding Debt as of June 30, 2010	\$ 322,830,017
Total Authorized / Unissued Debt as of June 30, 2010	<u>104,673,551</u>
<b>Total Outstanding Debt Plus Total Authorized / Unissued Debt</b>	<b><u>\$ 427,503,568</u></b>
Amount of Outstanding Debt Outside the Debt Limit	\$ 21,895,000
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>-</u>
<b>Outstanding Debt plus Authorized / Unissued Outside the Debt Limit</b>	<b><u>\$ 21,895,000</u></b>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 427,503,568
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>21,895,000</u>
<b>Debt Subject to the Debt Limit</b>	<b><u>\$ 405,608,568</u></b>
Debt Limit (5% of Equalized Valuation)	<u>1,408,101,465</u>
<b>Remaining Borrowing Capacity Under Debt Limit</b>	<b><u>\$1,002,492,897</u></b>

### FY12 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	\$33,939,454	\$10,438,170	\$44,377,624
School	472,167	160,301	632,468
Water	<u>3,535,000</u>	<u>994,976</u>	<u>4,529,976</u>
<b>Total</b>	<b><u>\$37,946,621</u></b>	<b><u>\$ 11,593,447</u></b>	<b><u>\$49,540,068</u></b>

**Notes: \* General Fund Debt Service, page IV-306, 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, 2011

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).

<b>Fiscal Year</b>	<b>Total Debt</b>	<b>Debt Payment</b>	<b>Interest</b>	<b>Required Appropriation</b>
2011-12	322,830,017	37,946,621	11,593,447	49,540,068
2012-13	284,883,396	34,693,404	10,718,859	45,412,263
2013-14	250,189,992	31,497,774	9,509,275	41,007,049
2014-15	218,692,218	28,987,218	8,390,212	37,377,430
2015-16	189,705,000	25,100,000	7,362,246	32,462,246
2016-17	164,605,000	23,440,000	6,479,346	29,919,346
2017-18	141,165,000	21,920,000	5,643,496	27,563,496
2018-19	119,245,000	17,465,000	4,854,583	22,319,583
2019-20	101,780,000	14,825,000	4,154,733	18,979,733
2020-21	86,955,000	13,430,000	3,542,582	16,972,582
2021-22	73,525,000	10,825,000	2,959,168	13,784,168
2022-23	62,700,000	10,825,000	2,534,251	13,359,251
2023-24	51,875,000	10,825,000	2,108,806	12,933,806
2024-25	41,050,000	10,390,000	1,675,881	12,065,881
2025-26	30,660,000	9,690,000	1,257,624	10,947,624
2026-27	20,970,000	7,140,000	863,832	8,003,832
2027-28	13,830,000	6,290,000	575,344	6,865,344
2028-29	7,540,000	4,280,000	316,763	4,596,763
2029-30	3,260,000	2,255,000	137,325	2,392,325
2030-31	1,005,000	1,005,000	45,225	1,050,225

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:

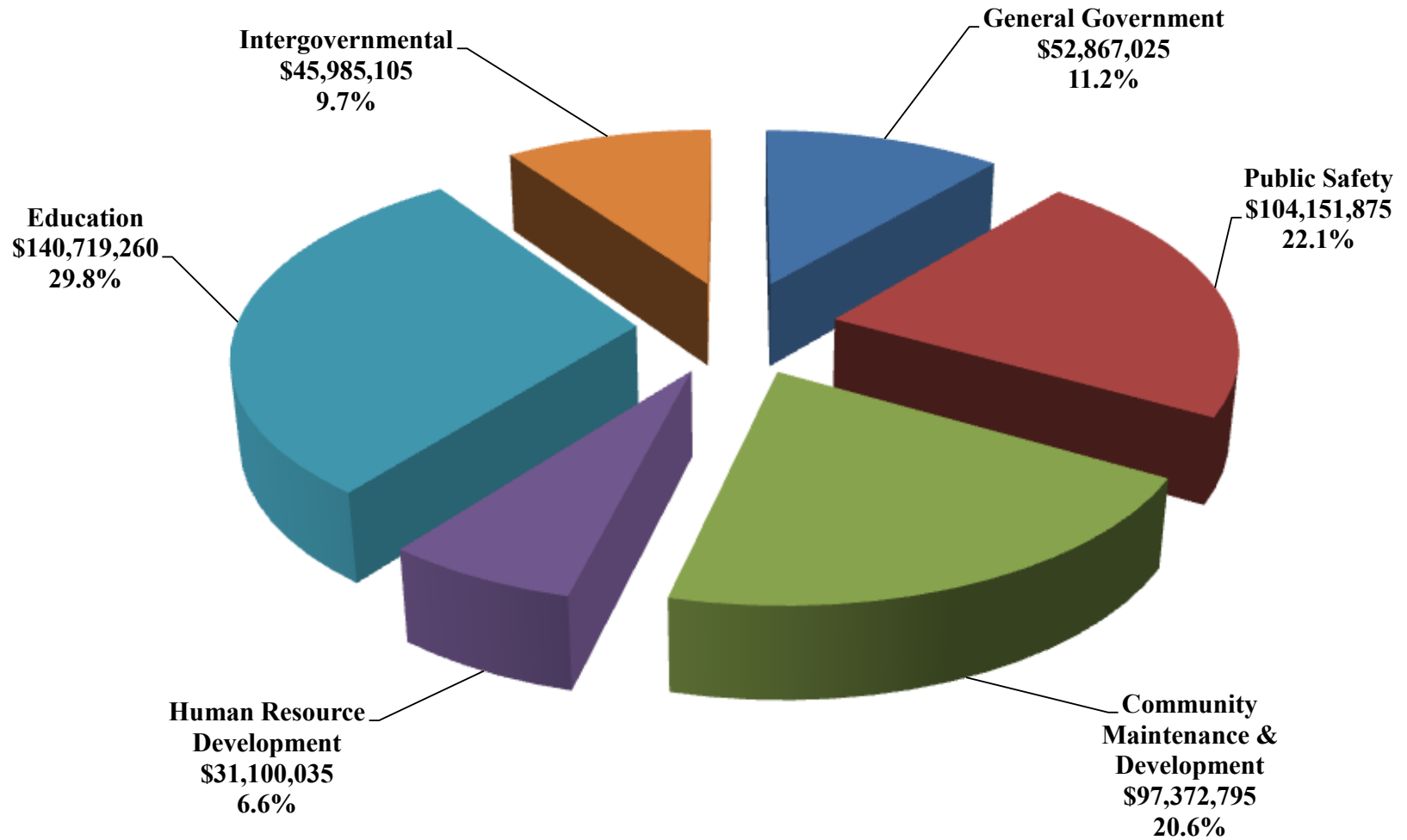
An unreserved/undesignated General Fund (GAAP) balance as of June 30 of each year equal to or greater than 15% of the ensuing fiscal year's operating revenue; and total general fund balance as of June 30 of each year equal to or greater than 25% of the ensuing fiscal year's operating revenue.

### **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.

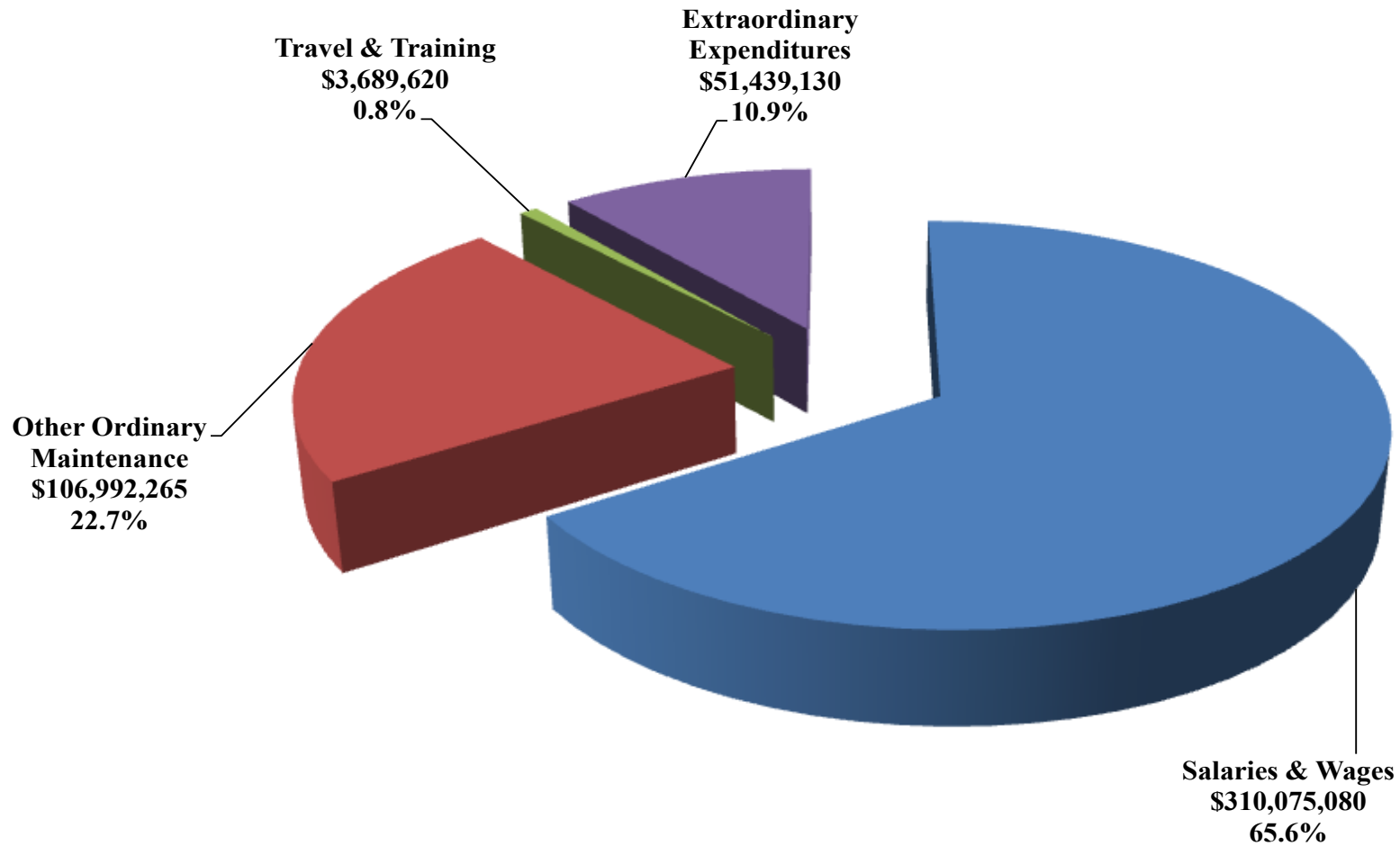
This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.

# APPROPRIATION BY FUNCTION



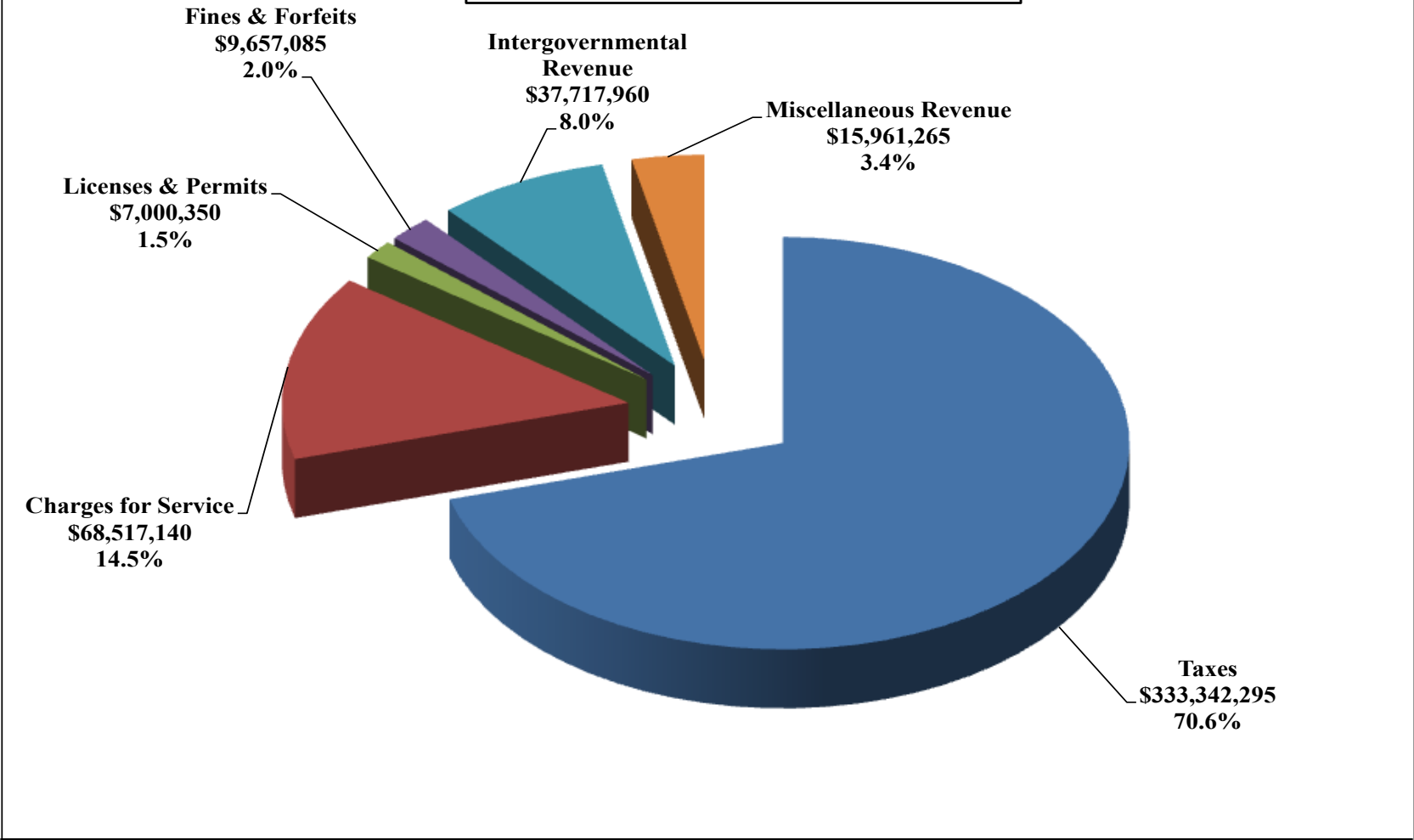
**TOTAL OPERATING BUDGET \$472,196,095**

# APPROPRIATION BY STATUTORY CATEGORY



**TOTAL OPERATING BUDGET \$472,196,095**

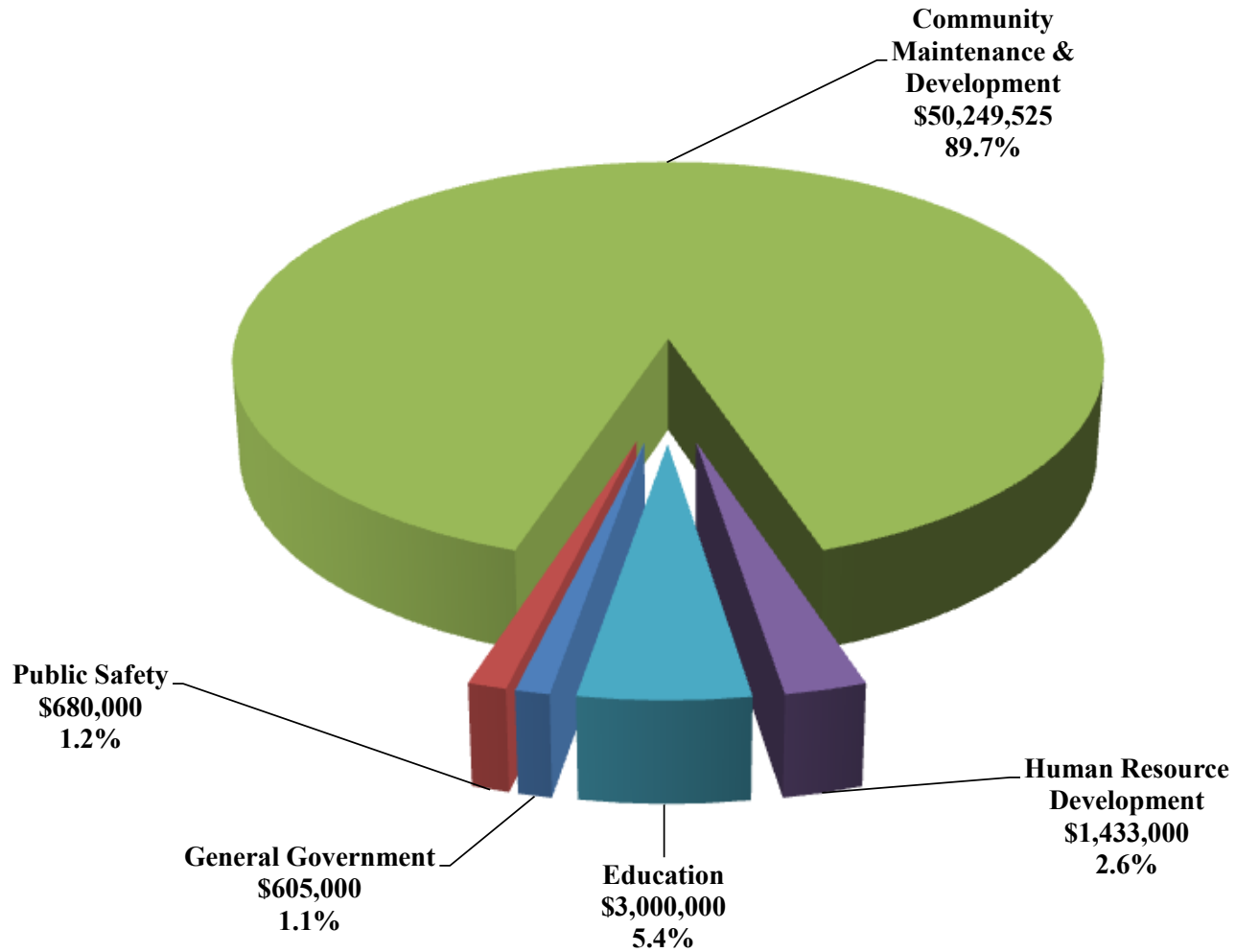
# REVENUE BY SOURCE



**TOTAL OPERATING BUDGET \$472,196,095**

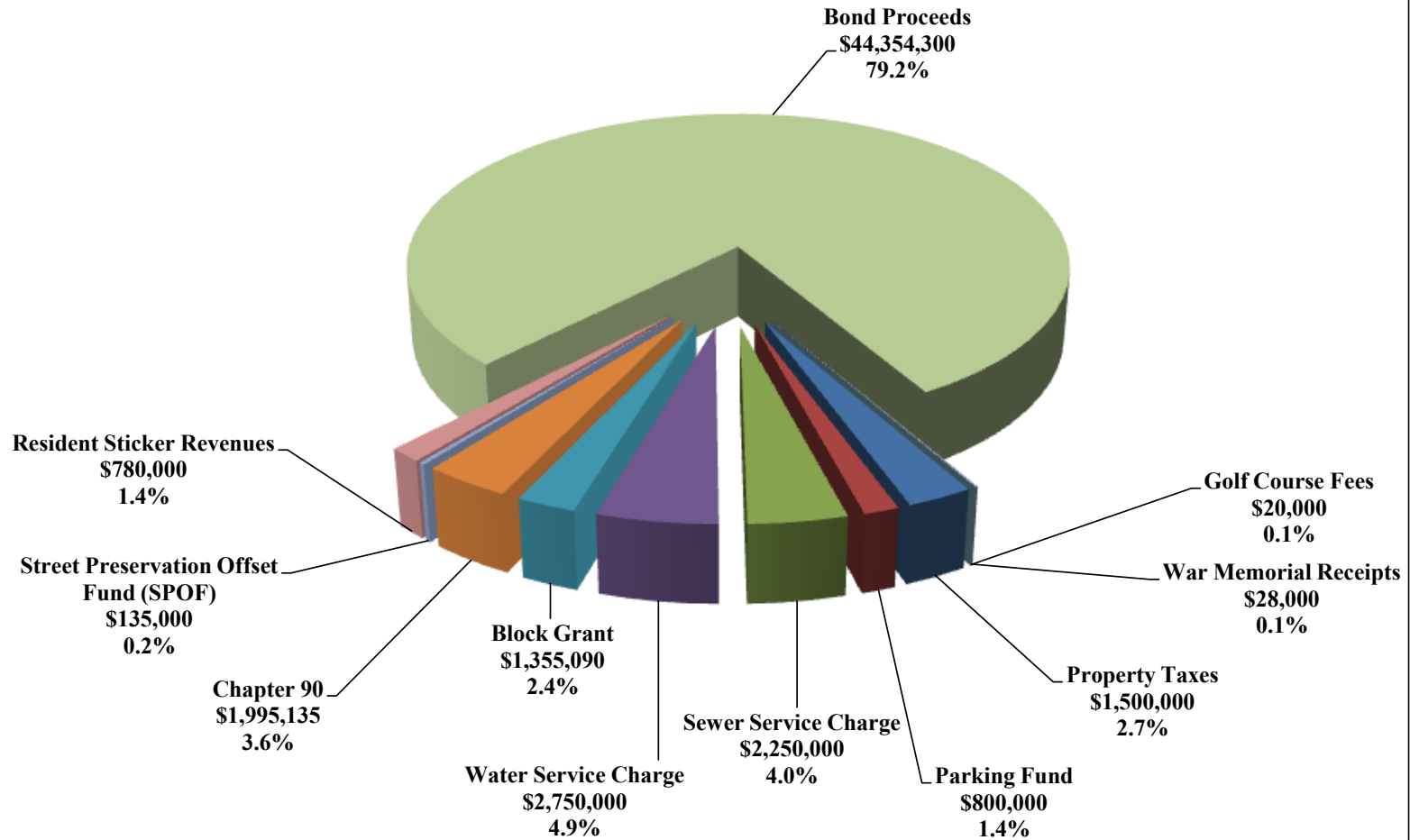


# PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2012



**TOTAL CAPITAL BUDGET \$55,967,525**

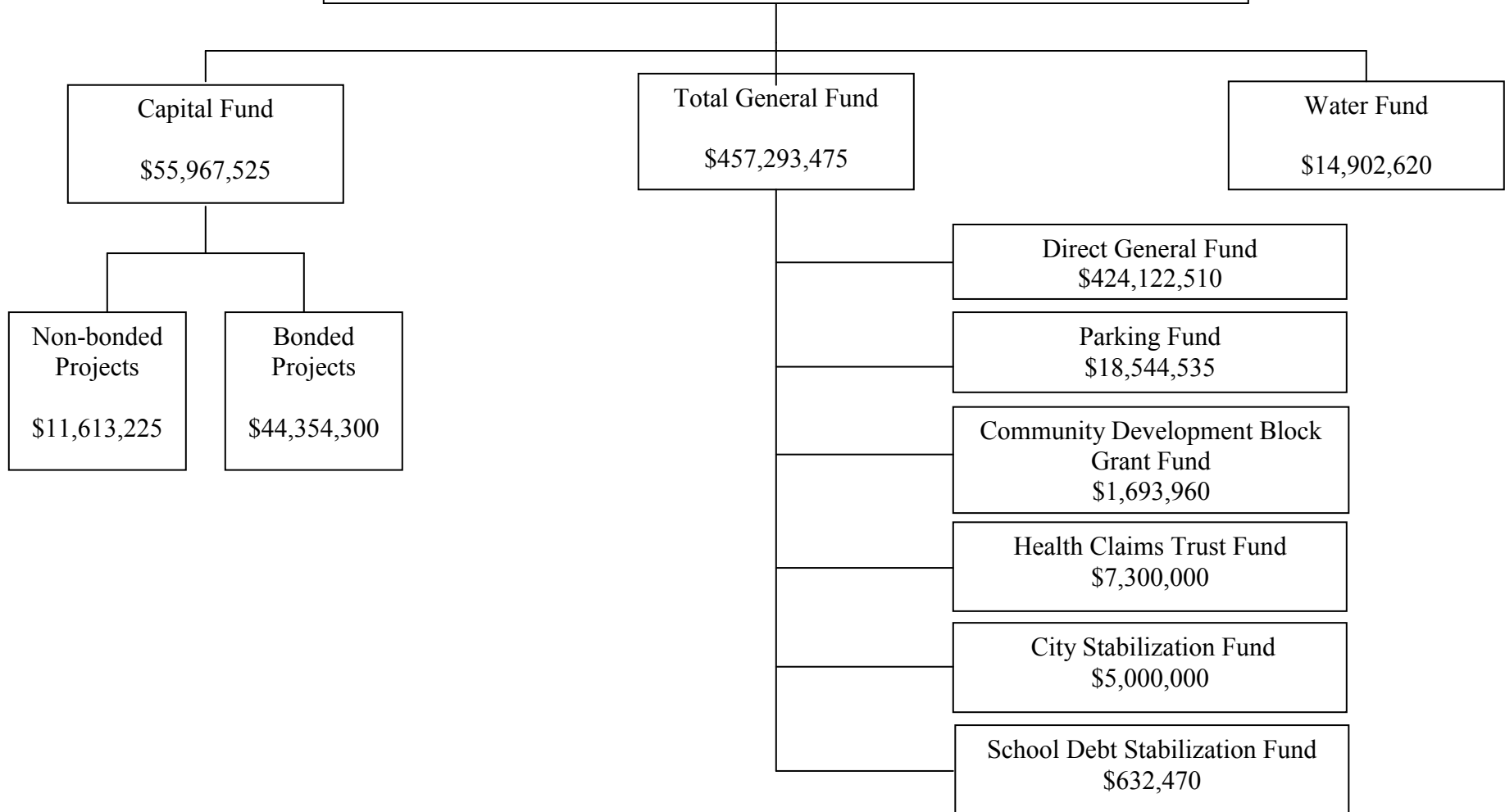
# PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2012



**TOTAL CAPITAL BUDGET \$55,967,525**

**TOTAL FY 2012 CITY BUDGET  
APPROPRIATED FUNDS**

- Total General Fund	\$457,293,475
- Water Fund	14,902,620
- Capital Fund	<u>\$55,967,525</u>
Total:	\$528,163,620



# GENERAL FUND

TOTAL \$462,446,565

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 \$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, \$1,580,000 in Parking Fund revenue, \$2,750,000 in Water Service Charges and \$135,000 from the Street Preservation Offset Fund (SPOF).

**Salaries & Wages**  
\$ 304,039,470

**Other Ordinary Maintenance**  
\$ 102,941,815

**Travel & Training**  
\$ 3,603,040

**Extraordinary Expenditures**  
\$ 51,862,240

**Taxes**  
\$ 334,842,295

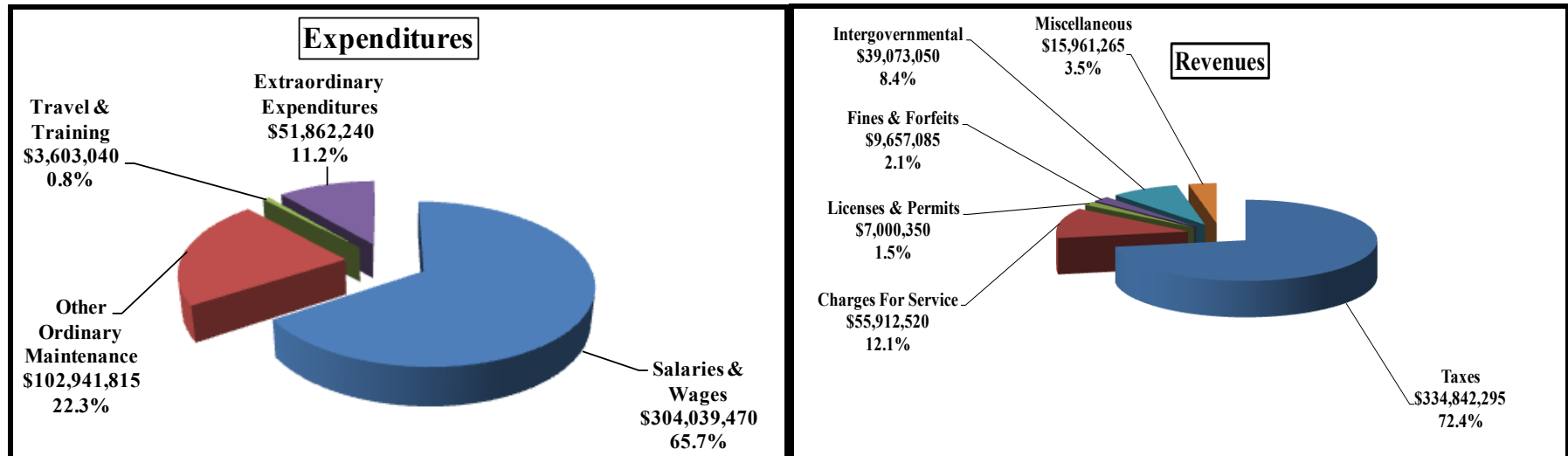
**Licenses & Permits**  
\$ 7,000,350

**Fines & Forfeits**  
\$ 9,657,085

**Charges For Service**  
\$ 55,912,520

**Intergovernmental Revenue**  
\$ 39,073,050

**Miscellaneous Revenue**  
\$ 15,961,265



# GENERAL FUND THREE YEAR HISTORY

Expenditure Category	FY10 <sup>1</sup>	FY11 <sup>2</sup>	FY12 <sup>3</sup>
Salaries and Wages	\$276,873,085	\$288,740,790	\$304,039,470
Other Ordinary Maintenance	98,240,005	103,128,430	102,941,815
Travel & Training	3,633,855	3,516,870	3,603,040
Extraordinary Expenditures	50,679,755	52,125,395	51,862,240
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$429,426,700</b>	<b>\$447,511,485</b>	<b>\$462,446,565</b>
Revenue Category	FY10 <sup>1</sup>	FY11 <sup>2</sup>	FY12 <sup>3</sup>
Taxes	\$293,371,625	\$316,425,015	\$334,842,295
Licenses & Permits	5,958,620	6,577,700	7,000,350
Fines & Forfeits	8,985,080	9,621,195	9,657,085
Charges For Service	53,501,115	54,615,360	55,912,520
Intergovernmental Revenue	43,625,970	41,556,325	39,073,050
Miscellaneous Revenue	23,984,290	18,715,890	15,961,265
<b>TOTAL BUDGETED REVENUES</b>	<b>\$429,426,700</b>	<b>\$447,511,485</b>	<b>\$462,446,565</b>

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

<sup>2</sup> 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, \$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).

<sup>3</sup> 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, \$1,580,000 in Parking Fund revenue, \$2,750,000 in Water Service Charges and \$135,000 from the Street Preservation Offset Fund (SPOF).

# WATER FUND

**TOTAL \$17,652,620**

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 FY12 Operating Budget appropriation is \$14,902,620. In addition, Water Fund revenues are raised and transferred to the Public Investment Fund (\$2,750,000 to cover improvements to the water system).

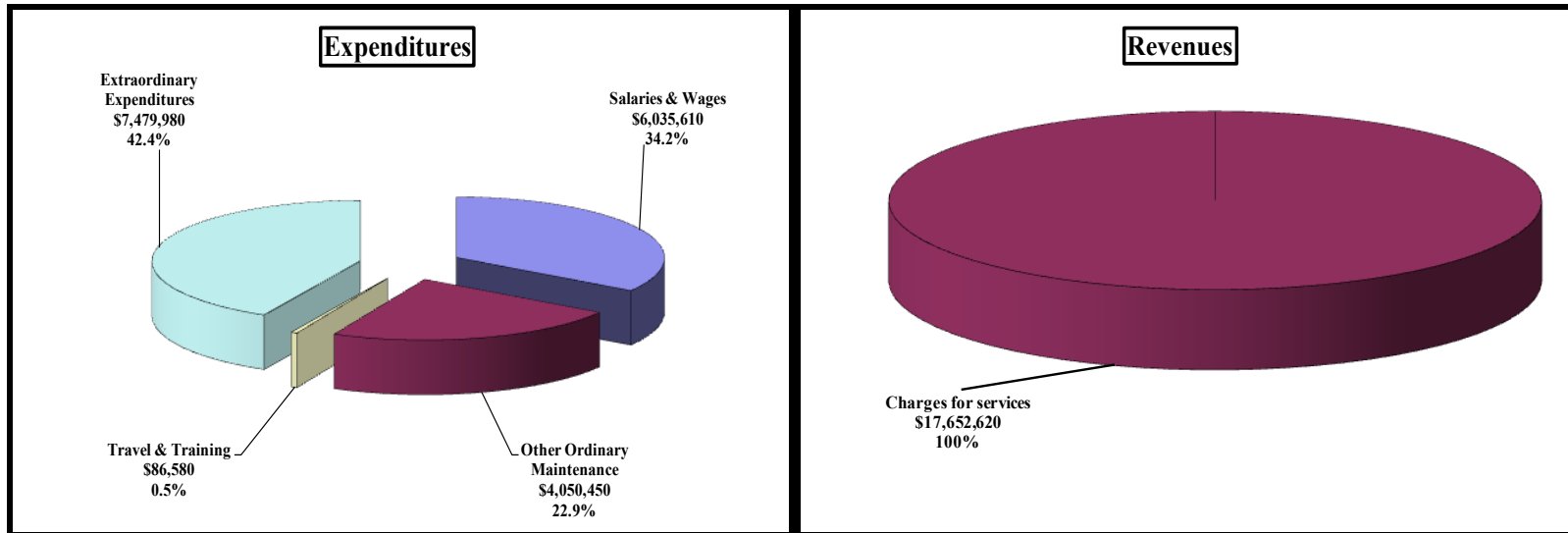
**Salaries & Wages**  
\$ 6,035,610

**Other Ordinary Maintenance**  
\$ 4,050,450

**Travel & Training**  
\$ 86,580

**Extraordinary Expenditures**  
\$ 7,479,980

**Charges for Service**  
\$ 17,652,620



# 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.

<b>WATER FUND THREE YEAR HISTORY</b>			
<b>Expenditure Category</b>	<b>FY10<sup>1</sup></b>	<b>FY11<sup>2</sup></b>	<b>FY12<sup>3</sup></b>
Salaries and Wages	\$6,094,720	\$6,258,595	\$6,035,610
Other Ordinary Maintenance	3,957,210	3,824,350	4,050,450
Travel & Training	30,855	61,580	86,580
Extraordinary Expenditures	9,403,105	8,021,595	7,479,980
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$19,485,890</b>	<b>\$18,166,120</b>	<b>\$17,652,620</b>
<b>Revenue Category</b>	<b>FY10<sup>1</sup></b>	<b>FY11<sup>2</sup></b>	<b>FY12<sup>3</sup></b>
Charges For Service	\$18,606,235	\$17,724,995	\$17,652,620
Intergovernmental Revenue	879,655	441,125	-
<b>TOTAL BUDGETED REVENUES</b>	<b>\$19,485,890</b>	<b>\$18,166,120</b>	<b>\$17,652,620</b>

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

<sup>2</sup> 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).

<sup>3</sup> 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).

# PARKING FUND

**TOTAL \$20,124,535**

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$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).

**Salaries & Wages**  
\$ 14,552,590

**Other Ordinary Maintenance**  
\$ 3,776,420

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

**Extraordinary Expenditures**  
\$ 1,772,125

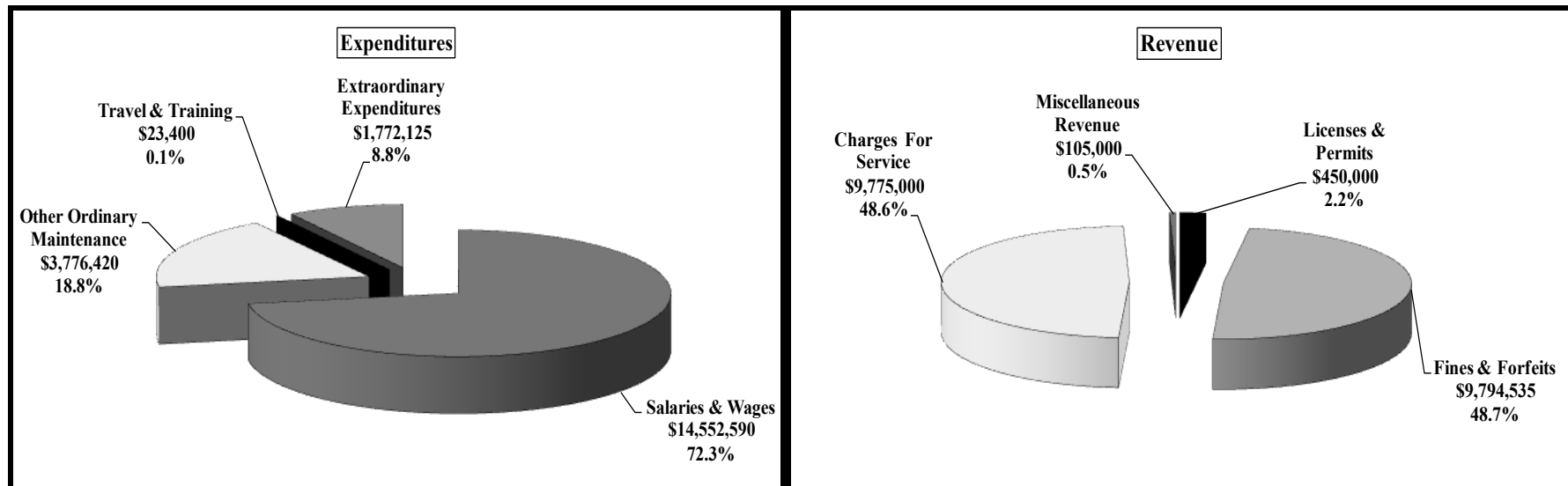
**Licenses & Permits**  
\$ 450,000

**Fines & Forfeits**  
\$ 9,794,535

**Charges for Service**  
\$ 9,775,000

**Miscellaneous Revenue**  
\$ 105,000

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





# PARKING FUND THREE YEAR HISTORY

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures.

<b>PARKING FUND THREE YEAR HISTORY</b>			
<b>Expenditure Category</b>	<b>FY10<sup>1</sup></b>	<b>FY11<sup>2</sup></b>	<b>FY12<sup>3</sup></b>
Salaries and Wages	\$13,886,105	\$14,192,710	\$14,552,590
Other Ordinary Maintenance	3,742,980	3,740,460	3,776,420
Travel & Training	23,400	23,400	23,400
Extraordinary Expenditures	965,625	963,375	1,772,125
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$18,618,110</b>	<b>\$18,919,945</b>	<b>\$20,124,535</b>
<b>Revenue Category</b>	<b>FY10<sup>1</sup></b>	<b>FY11<sup>2</sup></b>	<b>FY12<sup>3</sup></b>
Licenses & Permits	\$450,000	\$525,000	\$450,000
Fines & Forfeits	9,135,830	9,779,945	9,794,535
Charges For Service	8,652,280	8,485,000	9,775,000
Miscellaneous Revenue	380,000	130,000	105,000
<b>TOTAL BUDGETED REVENUES</b>	<b>\$18,618,110</b>	<b>\$18,919,945</b>	<b>\$20,124,535</b>

<sup>1</sup> The allocation of \$18,618,110 in Parking Fund revenues in the FY10 budget was as follows: transfer to General Fund (\$17,843,110) and Public Investment Fund (\$775,000). \$9,886,180 of the General Fund transfer was used for the Traffic, Parking, and Transportation Department and the remaining \$6,998,445 offset salary costs for other City departments (\$7,358,365), covered state assessments (\$457,940) and paid debt service on street reconstruction projects (\$140,625).

<sup>2</sup> 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).

<sup>3</sup> 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).

# 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 FY12 Budget. The fund balances that are shown as of June 30, 2010 are from the City's FY10 Comprehensive Annual Financial Report (CAFR), while fund balances as of June 30, 2011 and June 30, 2012 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 \$5,000,000, will be 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, 2009, June 30, 2010 and July 1, 2010 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 FY10 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 FY10-12

<b>FY12 Budget</b>			<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
<b>General Fund</b>	<b>Water Fund</b>	<b>Capital Funds</b>	<b>Budget All Fund Types</b>	<b>Projected All Fund Types</b>	<b>Actual All Fund Types</b>

Revenues and Other Financing Sources:

Property Taxes	\$307,197,295	-	\$1,500,000	\$308,697,295	\$283,961,699	\$266,861,794
Payments in Lieu of Taxes	5,120,000	-	-	5,120,000	5,290,000	7,105,643
Hotel / Motel / Corporation Excise Tax	11,000,000	-	-	11,000,000	11,400,000	9,361,688
Motor Vehicle Excise	5,925,000	-	-	5,925,000	3,300,000	1,759,717
Meals Tax	3,300,000	-	-	3,300,000	5,925,000	6,182,561
Intergovernmental	27,622,270	-	-	27,622,270	31,631,910	32,138,738
Sewer Use	36,723,100	-	2,250,000	38,973,100	38,500,000	36,825,469
Water Use	693,955	\$14,902,620	2,750,000	18,346,575	18,391,125	19,541,379
Investment Income	575,000	-	-	575,000	565,000	1,273,261
Bond Proceeds	-	-	44,354,300	44,354,300	12,450,000	32,225,000
Miscellaneous Revenues	59,136,855	-	5,113,225	64,250,080	72,198,340	90,663,361
<b>Total Revenues</b>	<b>\$457,293,475</b>	<b>\$14,902,620</b>	<b>\$55,967,525</b>	<b>\$528,163,620</b>	<b>\$483,613,074</b>	<b>\$503,938,611</b>

Expenditures and Other Financing Uses:

Current:

General Government	\$52,667,025	-	-	\$52,667,025	\$44,067,265	\$40,100,913
Public Safety	104,151,875	-	-	104,151,875	102,417,815	95,716,808
Community Maintenance & Development	37,875,345	\$14,902,620	-	52,777,965	55,574,260	48,533,072
Human Resource Development	31,100,035	-	-	31,100,035	30,485,935	28,133,379
Education	140,719,260	-	-	140,719,260	136,027,325	132,652,341
Judgments and Claims	200,000	-	-	200,000	200,000	924,862
Intergovernmental	45,985,105	-	-	45,985,105	47,126,360	42,447,468
Capital Outlays	-	-	\$55,967,525	55,967,525	22,385,015	79,881,942
Other Financing Uses	-	-	-	-	2,437,510	2,365,228
Debt Service						
Principal	33,939,460	-	-	33,939,460	34,865,930	32,775,576
Interest	10,438,170	-	-	10,438,170	10,222,525	10,300,888
Fees	217,200	-	-	217,200	217,200	138,427
<b>Total Expenditures</b>	<b>\$457,293,475</b>	<b>\$14,902,620</b>	<b>\$55,967,525</b>	<b>\$528,163,620</b>	<b>\$486,027,140</b>	<b>\$513,970,904</b>

General Fund	Water Fund	Capital Fund	Total
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**Fund Balances (Actuals for FY10 and Projections for FY11-12)**

**FY10**

Beginning Balances (July 1, 2009) (Actuals)	\$156,495,338	\$105,288,554	\$72,195,144	\$333,979,036
FY10 Revenues (Including Transfers In)	409,461,322	19,541,379	74,935,910	503,938,611
FY10 Expenditures (Including Transfers Out)	419,658,764	14,406,102	79,906,038	513,970,904
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(10,197,442)	5,135,277	(4,970,128)	(10,032,293)
Ending Balances June 30, 2010 (Actuals)	\$146,297,896	\$110,423,831	\$67,225,016	\$323,946,743

**FY11**

Beginning Balances (July 1, 2010) (Actuals)	\$146,297,896	\$110,423,831	\$67,225,016	\$323,946,743
FY11 Revenues	442,836,934	18,391,125	22,385,015	483,613,074
FY11 Expenditures	444,914,690	18,727,435	22,385,015	486,027,140
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(2,077,756)	(336,310)	-	(2,414,066)
Ending Balances June 30, 2011 (Projected)	\$144,220,140	\$110,087,521	\$67,225,016	\$321,532,677

**FY12**

Beginning Balances (July 1, 2011) (Projected)	\$144,220,140	\$110,087,521	\$67,225,016	\$321,532,677
FY12 Revenues	457,293,475	14,902,620	55,967,525	528,163,620
FY12 Expenditures	457,293,475	14,902,620	55,967,525	528,163,620
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2012 (Projected)	\$144,220,140	\$110,087,521	\$67,225,016	\$321,532,677

# 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, \$8,750,000 in FY10, and \$7,000,000 in FY11. The FY10 transfer included \$2,000,000 to begin the process of funding the Other Post Employment Benefits (OPEB) unfunded liability. The transfer in FY12 will increase to \$7,300,000, 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 is budgeted at \$5,000,000 in FY12, which will leave only a small amount in the fund after this transfer is made.

## 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 FY12 debt service costs on renovations to the War Memorial (\$632,470). 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
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Fund Balances (Actuals for FY10 and Projections for FY11-12)

**FY10**

Beginning Balances (July 1, 2009) (Actuals)	\$17,660,064	\$21,064,975	\$9,926,056
FY10 Revenues	7,282,905	288,423	122,975
FY10 Expenditures	8,750,000	8,000,000	2,795,770
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(1,467,095)	(7,711,577)	(2,672,795)
Ending Balances June 30, 2010 (Actuals)	\$16,192,969	\$13,353,398	\$7,253,261

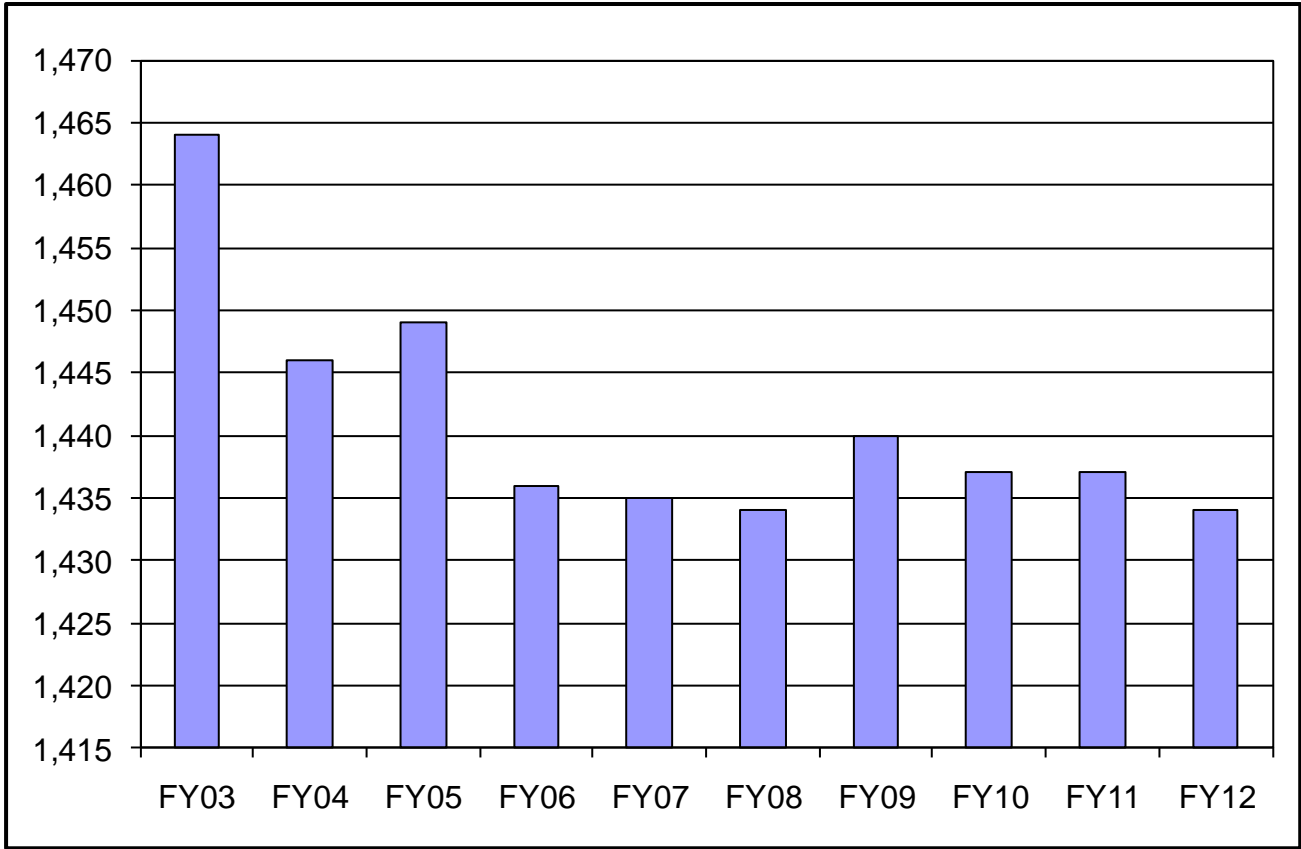
**FY11**

Beginning Balances (July 1, 2010) (Actuals)	\$16,192,969	\$13,353,398	\$7,253,261
FY11 Revenues	7,710,000	110,000	60,000
FY11 Expenditures	7,000,000	8,300,000	1,198,615
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	710,000	(8,190,000)	(1,138,615)
Ending Balances June 30, 2011 (Projected)	\$16,902,969	\$5,163,398	\$6,114,646

**FY12**

Beginning Balances (July 1, 2011) (Projected)	\$16,902,969	\$5,163,398	\$6,114,646
FY12 Revenues	7,300,000	100,000	50,000
FY12 Expenditures	7,300,000	5,000,000	632,470
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	(4,900,000)	(582,470)
Ending Balances June 30, 2012 (Projected)	\$16,902,969	263,398	\$5,532,176

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



<b>FY03</b>	<b>1,464</b>
<b>FY04</b>	<b>1,446</b>
<b>FY05</b>	<b>1,449</b>
<b>FY06</b>	<b>1,436</b>
<b>FY07</b>	<b>1,435</b>
<b>FY08</b>	<b>1,434</b>
<b>FY09</b>	<b>1,440</b>
<b>FY10</b>	<b>1,437</b>
<b>FY11</b>	<b>1,437</b>
<b>FY12</b>	<b>1,434</b>

**Only Full Time Positions Are Included in This Chart**

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

<b>POSITION LIST</b>	<b>FY10 Staff Pos.</b>	<b>FY11 Staff Pos.</b>	<b>FY12 Staff Pos.</b>	<b>FY 11-12 Variance +/( -)</b>		<b>FY10 Staff Pos.</b>	<b>FY11 Staff Pos.</b>	<b>FY12 Staff Pos.</b>	<b>FY 11-12 Variance +/( -)</b>
<b>GENERAL GOVERNMENT</b>					<b>LAW</b>				
<b>MAYOR</b>									
Chief Of Staff	1	1	1	-	City Solicitor	1	1	1	-
Dir. of Media Relations and Constituent Svcs.	1	1	1	-	Deputy City Solicitor	1	1	1	-
Assistant to Mayor	1	1	1	-	First Assistant City Solicitor	1	1	1	-
Executive Assistant to Mayor	0	1	1	-	Assistant City Solicitor	5	5	5	-
Education Advisor	1	0	0	-	Administrative Assistant	2	2	2	-
Secretary to Mayor	0	1	1	-	Office Manager	1	1	1	-
Deputy Assistant	1	0	0	-	<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>-</b>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>FINANCE/ADMINISTRATION</b>				
<b>EXECUTIVE</b>									
City Manager	1	1	1	-	Assistant City Manager/Fiscal Affairs	1	1	1	-
Deputy City Manager	1	1	1	-	Administrative Asst. to Finance Director	1	1	1	-
Asst. to the City Manager	1	1	1	-	<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
Affirmative Action Director	1	1	1	-	<b>FINANCE/BUDGET</b>				
Executive Assistant to the City Manager	1	1	1	-	Bud Dir./Deputy Finance Dir.	1	1	1	-
Administrative Assistant	1	1	1	-	Capital Project Fiscal Manager	1	1	1	-
Public Information Officer	1	1	1	-	Principal Budget Analyst	2	2	2	-
PTDM Planning Officer	1	1	1	-	<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>
Senior Management Analyst	1	1	1	-	<b>FINANCE/PERSONNEL</b>				
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	Personnel Director	1	1	1	-
<b>CITY COUNCIL</b>					Manager/Employee Relations	1	1	1	-
Exec. Assistant to the City Council	1	1	1	-	Manager/Training & Development	1	1	1	-
Administrative Assistant	1	1	1	-	Claims Manager	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	Personnel Analyst	1	1	1	-
<b>CITY CLERK</b>					Personnel Specialist	1	1	1	-
City Clerk	1	1	1	-	Administrative Assistant	1	1	1	-
Deputy City Clerk	1	1	1	-	Employment Resource Specialist	1	1	1	-
Operations Manager	1	1	1	-	Account Coordinator	1	1	1	-
Senior Clerk & Stenographer	3	3	3	-	Deputy Director	1	1	1	-
Principal Clerk	2	2	2	-	Employee Benefits Service Rep.	1	1	1	-
Administrative Asst./City Clerk	2	2	2	-	Employment Assistant	1	1	1	-
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>-</b>



	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>FINANCE/ASSESSORS</b>				
Director of Assessment	1	1	1	-
Assessor	0	1	1	-
Property Lister/Data Collector	2	1	1	-
Customer Service Supervisor	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	2	3	3	-
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Residential Valuation and Model Specialist	1	0	0	-
Administrative Assistant	1	1	1	-
Assistant to Board of Assessors	1	1	1	-
Operations Manager	1	1	1	-
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>-</b>
<b>FINANCE/PURCHASING</b>				
Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. Of Construction Procurement	1	1	1	-
Buyer	1	1	3	2
Administrative Assistant	1	1	1	-
Assistant Buyers	2	2	0	(2)
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>FINANCE/AUDITING</b>				
City Auditor	1	1	1	-
Mngr. Financial Reporting Control	0	0	0	-
Senior Fin. Reporting & Internal Control	1	1	1	-
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	-
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>FINANCE/REVENUE</b>				
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	-
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>
<b>FINANCE/TREASURY</b>				
Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Project/Cash Manager	1	1	1	-
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>
<b>FINANCE/ITD</b>				
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	1	0	(1)
Web Innovations Developer	0	0	1	1
Microsoft System Administrator	1	1	1	-
VoIP Engineer	1	1	1	-
Web Developer	0	0	1	1
<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>1</b>

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>GENERAL SERVICES/PRINTING &amp; MAILING</b>				
Supervisor of Printing	1	1	1	-
Laborer	1	1	1	-
Senior Offset Machine Operator	1	1	0	-
Offset Duplicating Machine Operator	1	1	1	(1)
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>(1)</b>
<b>ELECTION</b>				
Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director/Election	0	1	1	-
Operations Manager	1	0	0	-
Administrative Assistant	0	1	1	-
Senior Clerk & Typist	1	1	1	-
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>-</b>
<b>PUBLIC CELEBRATIONS</b>				
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	-
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>
<b>PUBLIC SAFETY</b>				
<b>ANIMAL COMMISSION</b>				
Director	1	1	1	-
Animal Control Officer	2	2	2	-
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>FIRE</b>				
Chief	1	1	1	-
Deputy Chief	13	13	13	-
Captain	17	17	17	-
Lieutenant	51	51	51	-
Firefighter	194	194	194	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Administrative Assistant	2	3	3	-
Budget Analyst	1	1	1	-
Fiscal Manager	1	1	1	-
Info. System Specialist	1	0	0	-
Radio/IT Manager	0	1	1	-
<b>TOTAL</b>	<b>284</b>	<b>285</b>	<b>285</b>	<b>-</b>

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>POLICE</b>				
Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	6	6	6	-
Lieutenant	15	17	17	-
Sergeant	34	33	33	-
Police Officer	215	214	214	-
Chief Admin Officer	1	1	1	-
Student Intern	3	3	3	-
Administrative Assistant	2	2	2	-
Clerk & Typist	5	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	2	-
Training Coordinator	1	1	1	-
Property Clerk/Armorer	2	2	2	-
Domestic Violence/Program Asst.	1	1	1	-
Information Systems Manager	1	1	1	-
Crime Analyst III	2	2	2	-
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	-
Communication Specialist	0	1	1	-
<b>TOTAL</b>	<b>311</b>	<b>311</b>	<b>311</b>	<b>-</b>

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 1-12 Variance +/-
<b>TRAFFIC, PARKING &amp; TRANSPORTATION</b>				
Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Jr. Traffic Engineering Aide	1	1	1	-
Transportation Planner	1	1	1	-
Manager of Traffic Engineering and Operations	1	1	1	-
Project Manager	1	1	1	-
Traffic Maintenance Person	11	11	8	(3)
Laborer	0	0	4	4
Working Foreperson/Traffic Maint.	4	4	4	-
Parking Violation Cashier	6	6	6	-
Admin. Hearings Officer	1	1	1	-
Parking Service Coordinator	1	1	1	-
Parking Services Supervisor	1	1	1	-
Asst. Parking Services Coord.	1	1	1	-
Senior Storekeeper	1	1	1	-
Working Foreperson/Parking Meter Maint.	2	2	2	-
Parking Control Officer	33	33	33	-
Parking Control Supervisor	2	2	2	-
Parking Coordinator	1	1	1	-
Operational Foreperson	1	1	1	-
Administrative Assistant	3	3	2	(1)
Personnel Analyst	0	0	1	1
Parking Meter Repairperson	1	1	0	(1)
Fiscal Manager	1	1	1	-
Street Permit Coordinator	1	1	1	-
Parking Ticket Analyst	1	1	1	-
<b>TOTAL</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>-</b>

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>POLICE REVIEW &amp; ADVISORY BOARD</b>				
Investigator/Outreach Liaison	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>INSPECTIONAL SERVICES</b>				
Commissioner	1	1	1	-
Deputy Commissioner	1	1	1	-
Assistant Commissioner	1	1	1	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	3	3	3	-
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	6	6	6	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
Clerk	2	2	2	-
<b>TOTAL</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>-</b>
<b>LICENSE COMMISSION</b>				
Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Consumer Information Specialist	0	1	1	-
Administrative Assistant	3	3	3	-
Executive Secretary	1	1	1	-
Executive Assistant	1	1	1	-
<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>-</b>
<b>WEIGHTS &amp; MEASURES</b>				
Sealer of Weights & Measures	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-(-)
<b>ELECTRICAL</b>				
City Electrician	1	1	1	-
Assistant City Electrician	1	0	0	-
Administrative Assistant	1	1	1	-
Signal Maintainer	1	1	1	-
Electrician Coordinator	1	1	3	2
Electrician	8	8	6	(2)
Deputy City Electrician	1	1	1	-
<b>TOTAL</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>-</b>
<b>EMERGENCY MANAGEMENT</b>				
Administrative Assistant	1	0	0	-
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>EMERGENCY COMMUNICATIONS</b>				
Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency Communication Supervisor	1	1	1	-
6	6	7	1	
Fire Alarm Operator	3	3	3	-
Emergency Telecom Dispatcher	24	24	23	(1)
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
<b>TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>0</b>
<b>COMMUNITY MAINTENANCE &amp; DEVELOPMENT</b>				
<b>PUBLIC WORKS</b>				
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	-

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-(-)
<b>PUBLIC WORKS (cont.)</b>				
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	1	-
Working Foreperson	22	23	23	-
Laborer	54	44	44	-
Senior Laborer/Building Operations	0	10	10	-
Skilled Laborer	39	38	38	-
MEO III	2	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	7	8	1
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	-

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/( -)		FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/( -)
<b>PUBLIC WORKS (cont.)</b>					<b>WATER (cont.)</b>				
Master Mechanic	1	1	1	-	Lab Manager	1	1	1	-
Dispatcher	1	0	0	-	Production Manager	1	1	1	-
Sewer Use Compliance Officer	1	1	1	-	Distribution Supervisor	2	2	2	-
Senior Engineer	3	3	2	(1)	Manager of Distribution	1	1	1	-
Junior Engineer	2	2	2	-	Assistant to Managing Director	1	1	0	(1)
Supervising Engineer	0	0	1	1	Working Supervisor/Park Maintenance	0	1	1	-
Director of Engineering Services	1	1	1	-	Construction Inspector	2	2	2	-
Project Manager/Engineering	2	2	2	-	MEO IIA	5	5	5	-
Sr. Wastewater/Hydraulic Engr.	1	1	1	-	Inventory Control Specialist	1	1	1	-
Wastewater Compliance Officer	1	1	1	-	Assistant Director	1	1	1	-
Assistant Parks Superintendent	0	0	1	1	Administrative Billing Assistant	1	1	1	-
<b>TOTAL</b>	<b>213</b>	<b>212</b>	<b>213</b>	<b>1</b>	Executive Assistant	1	1	1	-
<b>WATER</b>					Utility Field Engineer	0	0	0	-
Managing Director	1	1	1	-	Manager of Finance and Info. Technology	1	1	1	-
Senior Clerk & Typist	1	0	0	-	<b>TOTAL</b>	<b>60</b>	<b>59</b>	<b>55</b>	<b>-4</b>
Assistant Business Manager	1	0	0	-	<b>COMMUNITY DEVELOPMENT</b>				
Fiscal Co-ordinator	0	1	1	-	Asst. City Manager/Community Dev.	1	1	1	-
Meter Technician	2	1	1	-	Deputy Director	1	1	1	-
Meter Technician Supervisor	1	1	1	-	Project Administrator/Administration	2	2	2	-
Working Foreperson	5	5	5	-	C.D.B.G. Manager	1	1	0	(1)
Manager of Engr. & Program Dev.	1	1	1	-	Federal Grants Manager	0	0	1	1
Engineer/Water	1	1	1	-	Associate Planner/Block Grant	1	1	1	-
Facilities Manager	1	1	1	-	Administrative Assistant/Fiscal	1	1	1	-
Cross Connection Inspector	3	3	0	(3)	Senior Account Clerk	1	1	1	-
Cross Connection Supervisor	1	1	1	-	Chief Fiscal Officer	1	1	1	-
Reservation Site Supervisor	1	1	1	-	Administrative Asst./Econ. Dev.	1	1	1	-
Ranger	0	0	0	-	Administrative Asst./Com. Planning	1	1	1	-
Chief Ranger	1	1	1	-	GIS Specialist	1	1	1	-
Watershed Supervisor	1	1	1	-	Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Watershed Manager	1	1	1	-	Chief Proj. Planner/Land Use & Zoning	1	1	0	(1)
Reservoir Caretaker	2	2	2	-	Chief Project Planner/Urban Designer	1	1	1	-
Water Crafts/Skilled Laborer	6	6	6	-	Associate Planner/Urban Design	1	1	1	-
Team Leader System Operator	4	4	4	-	Associate Planner/Construction Mngr.	1	1	1	-
System Operator	4	4	4	-	Associate Planner/Community Planner	2	2	2	-
Instrumentation and Maint. Mngr.	1	1	1	-	Associate Planner/Land Use	1	1	1	-
Watershed Resource Manager	1	1	1	-	Associate Planner/Housing	2	2	2	-
Water Quality Supervisor	2	2	2	-	Project Planner/Zoning Specialist	1	1	1	-
					Project Planner/Community Planning	0	0	1	1
					Project Planner/Data Manager	1	1	1	-

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-		FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>COMMUNITY DEVELOPMENT (cont.)</b>					<b>HUMAN RESOURCE DEVELOPMENT</b>				
Administrative Assistant/Housing	1	1	1	-	<b>LIBRARY</b>				
Chief Project Planner/Dir. of Housing	1	1	1	-	Director of Libraries	1	1	1	-
Project Planner/Housing	4	4	4	-	Assistant Director	2	2	2	-
Executive Director/JAS	0	0	0	-	Senior Librarian	9	9	8	(1)
Project Planner/Business/Finance Liaison	1	1	0	(1)	Administrative Assistant	2	2	3	1
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-	Staff Librarian	14	14	14	-
Associate Planner/Economic Dev.	2	1	1	-	Library Assistant	6	7	8	1
Project Planner/ Econ. Dev	0	1	2	1	Associate Librarian	6	6	5	(1)
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-	Library Associate	5	5	5	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-	Laborer	1	1	1	-
Assoc. Planner/Traffic Calming Proj. Manager	1	1	1	-	Senior Building Custodian	1	1	1	-
Assoc. Planner/Trans. Demand Mgmt. Planner	1	1	1	-	Building Maintenance Person	0	0	0	-
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-	Facilities Manager	0	1	1	-
Project Planner/Transportation	1	1	1	-	Building Custodian	2	2	2	-
Project Planner/ Landscape Architect	1	1	1	-	Information System Coordinator	1	1	1	-
Project Administrator/Environmental	0	0	0	-	Branch Manager	5	5	5	-
Associate Planner/Environmental	1	1	1	-	Librarian II	2	1	1	-
Project Planner/Environmental	1	1	1	-	Literacy Specialist	1	1	1	-
Fiscal Project Manager	1	1	1	-	Library Analyst	1	1	1	-
<b>TOTAL</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>-</b>	Senior Technician	3	3	2	(1)
<b>HISTORICAL COMMISSION</b>					Senior Substitute	2	2	2	-
Executive Director	1	1	1	-	Manager Borrower Services	0	0	1	1
Assistant Director	1	1	1	-	<b>TOTAL</b>	<b>64</b>	<b>65</b>	<b>65</b>	<b>-</b>
Preservation Administrator	1	1	1	-	<b>HUMAN SERVICES</b>				
Preservation Planner	1	1	1	-	Asst. City Manager/Human Services	1	1	1	-
Oral Historian	1	1	1	-	Deputy Director/DHSP	1	1	1	-
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	Project Coordinator	1	1	1	-
<b>CONSERVATION COMMISSION</b>					Administrative Assistant/DHSP	3	3	3	-
Director of Conservation	1	1	1	-	Facilities Equipment/Manager	1	1	1	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	Admin. Asst./Personnel/DHSP	1	1	1	-
<b>PEACE COMMISSION</b>					Senior Clerk & Typist	1	1	1	-
Executive Director	1	1	1	-	Senior Account Clerk	2	2	2	-
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	Division Head/Administrative	1	1	1	-
<b>CABLE TELEVISION</b>					Personnel Administrator/Fuel Dir.	1	1	1	-
Director/Cable Television	1	1	1	-	System Administrator	1	1	1	-
Municipal Production Assistant	1	0	0	-	Program Assistant/Extended	1	1	1	-
Cable TV Assistant	1	1	1	-	Coordinator/Supervised Activities	1	1	1	-
Video Tape Editor	1	1	1	-	Coordinator for Literacy	1	1	1	-
Associate Producer	1	1	1	-	Division Head/Workforce Dev.	1	1	1	-
Production Manager	1	1	1	-					
<b>TOTAL</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>-</b>					

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>HUMAN SERVICES (cont.)</b>				
Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Program Director- Adult Emp.	0	0	1	1
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Job Developer CEP	1	2	1	(1)
Senior Job Developer	0	0	1	1
Employment Services Coordinator	1	1	1	-
Youth Program Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Planner	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	11	-
Program Manager/Developer	2	2	2	-
Division Head/Recreation	1	1	1	-
Danehy Site Supervisor	1	1	1	-
Asst. Site Supervisor	3	3	3	-
Youth Program Manager	1	1	1	-
Recreation Activities Manager/Adult Program	2	2	2	-
Division Head/Council on Aging	1	1	1	-
Director/Client Services/COA	1	1	1	-
Intake Information Referrals Specialist	1	1	1	-
North Cambridge Senior Center Director	1	1	1	-
Meals Coordinator/COA	1	1	1	-
Food Services Manager/COA	1	1	1	-
Bus Driver/COA	1	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	6	6	6	-

	FY10 Staff Pos.	FY11 Staff Pos.	FY12 Staff Pos.	FY 11-12 Variance +/-
<b>HUMAN SERVICES (cont.)</b>				
Teacher/Director/Childcare	6	6	6	-
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
Afterschool Manager	1	1	0	(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	-
Transitional Jobs Prog. Co-ordinator	1	1	1	-
Case Manager Transitional Jobs Program	1	1	1	-
Middle School Program Co-ordinator	1	1	1	-
<b>TOTAL</b>	<b>135</b>	<b>136</b>	<b>136</b>	<b>-</b>
<b>COMMISSION ON THE STATUS OF WOMEN</b>				
Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>HUMAN RIGHTS COMMISSION</b>				
Executive Director Human Rights/PRAB	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>VETERANS' BENEFITS/SERVICES</b>				
Director of Veterans' Services	1	1	1	-
Deputy Director/Veterans' Services	1	1	1	-
Administrative Assistant	1	1	1	-
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>1437</b>	<b>1437</b>	<b>1434</b>	<b>(3)</b>

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**



# SUMMARY: OPERATING BUDGET (all funds)

FY10 ACTUAL	FY11 PROJECTED	PROGRAM EXPENDITURES	FY12 BUDGET
\$41,921,410	\$44,267,265	General Government	\$52,867,025
96,751,710	102,417,815	Public Safety	104,151,875
95,803,835	100,879,915	Community Maintenance & Development	97,372,795
28,699,795	30,485,935	Human Resource Development	31,100,035
133,250,475	136,027,325	Education	140,719,260
<u>42,447,480</u>	<u>47,126,360</u>	Intergovernmental	<u>45,985,105</u>
\$438,874,705	\$461,204,615		\$472,196,095

FINANCING PLAN	FY12 BUDGET
Taxes	\$333,342,295
Licenses & Permits	7,000,350
Fines & Forfeits	9,657,085
Charges for Service	68,517,140
Intergovernmental Revenue	37,717,960
Miscellaneous Revenue	<u>15,961,265</u>
	\$472,196,095

# SUMMARY: CAPITAL BUDGET

<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
-----------------------------	------------------------

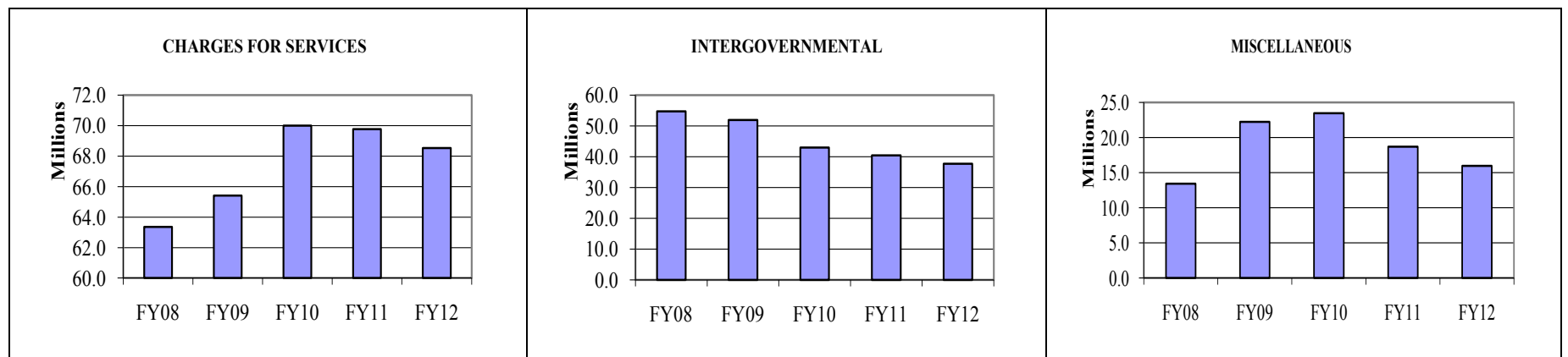
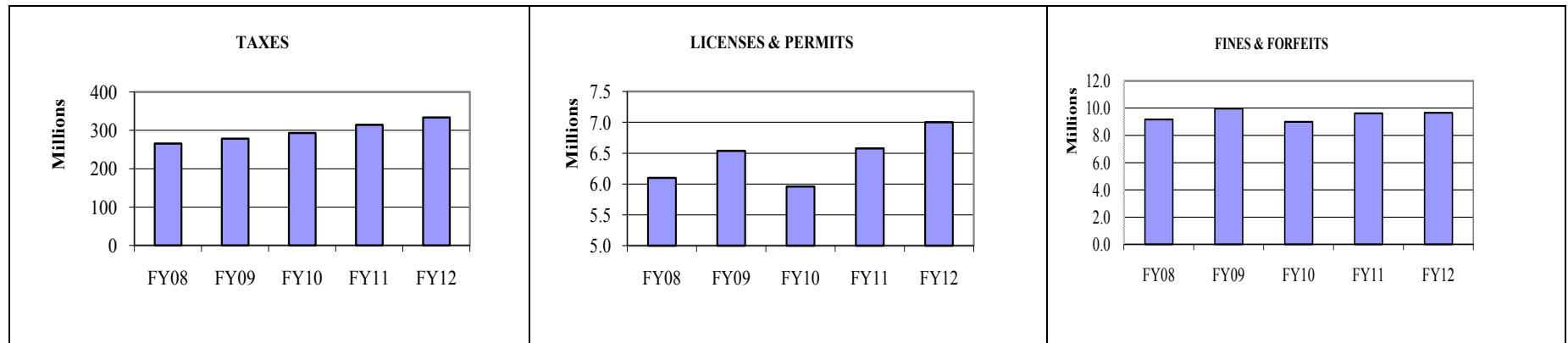
General Government	\$605,000
Public Safety	680,000
Community Maintenance & Development	50,249,525
Human Resource Development	1,433,000
Education	<u>3,000,000</u>
	<b>\$55,967,525</b>

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
-----------------------	------------------------

Property Taxes	\$1,500,000
Parking Fund	800,000
Sewer Service Charge	2,250,000
Water Service Charge	2,750,000
Block Grant	1,355,090
Chapter 90	1,995,135
Resident Sticker	780,000
Street Preservation Offset Fund (SPOF)	135,000
War Memorial	28,000
Bond Proceeds	44,354,300
Golf Course Fees	<u>20,000</u>
	<b>\$55,967,525</b>

## FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY08	\$265,500,525	\$6,100,700	\$9,160,200	\$63,360,140	\$54,699,465	\$13,453,595	\$412,274,625
FY09	\$278,093,435	\$6,536,100	\$9,961,325	\$65,408,660	\$51,875,030	\$22,252,440	\$434,126,990
FY10	\$292,871,625	\$5,958,620	\$8,985,080	\$69,987,350	\$42,925,885	\$23,484,290	\$444,212,850
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



# 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 FY10 Actual, FY11 Projected and FY12 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 \$439,577,395, or 93.1%, 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 65.4% of total revenues, followed by charges for services (15.3%) and intergovernmental revenue (11.5%). However, the intergovernmental revenue category has declined, from 13.8% of total revenues in FY07 to 8.0% in FY12, due to continued 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 FY11 Budget contained increases to these revenue types as part of this ongoing effort, the revenues from which have been realized and used in FY12. Increases proposed in FY12, 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 FY12 Budget.

## **REVENUE ASSUMPTIONS AND PROJECTIONS**

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY12 are based on FY10 actual and FY11 projected collections, historical trends and anticipated changes that impact particular revenues. This practice has served the City well in this most recent period of economic decline, since it is estimated that the City will meet or exceed most of its FY11 budgeted revenues. Projecting FY12 revenues has been challenging. While revenue collections have stabilized, 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 6.47% in FY12, or \$18,360,325. 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 2011. The House of Representatives and State Senate prepares and adopts 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, 2011. Adjustments to State Aid figures, based on the adopted State Budget, will be made in the fall of 2011 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 FY11. These include revenue adjustments such as the health claims trust transfer, debt stabilization transfer, municipal access fee, meals excise, street permits and others.

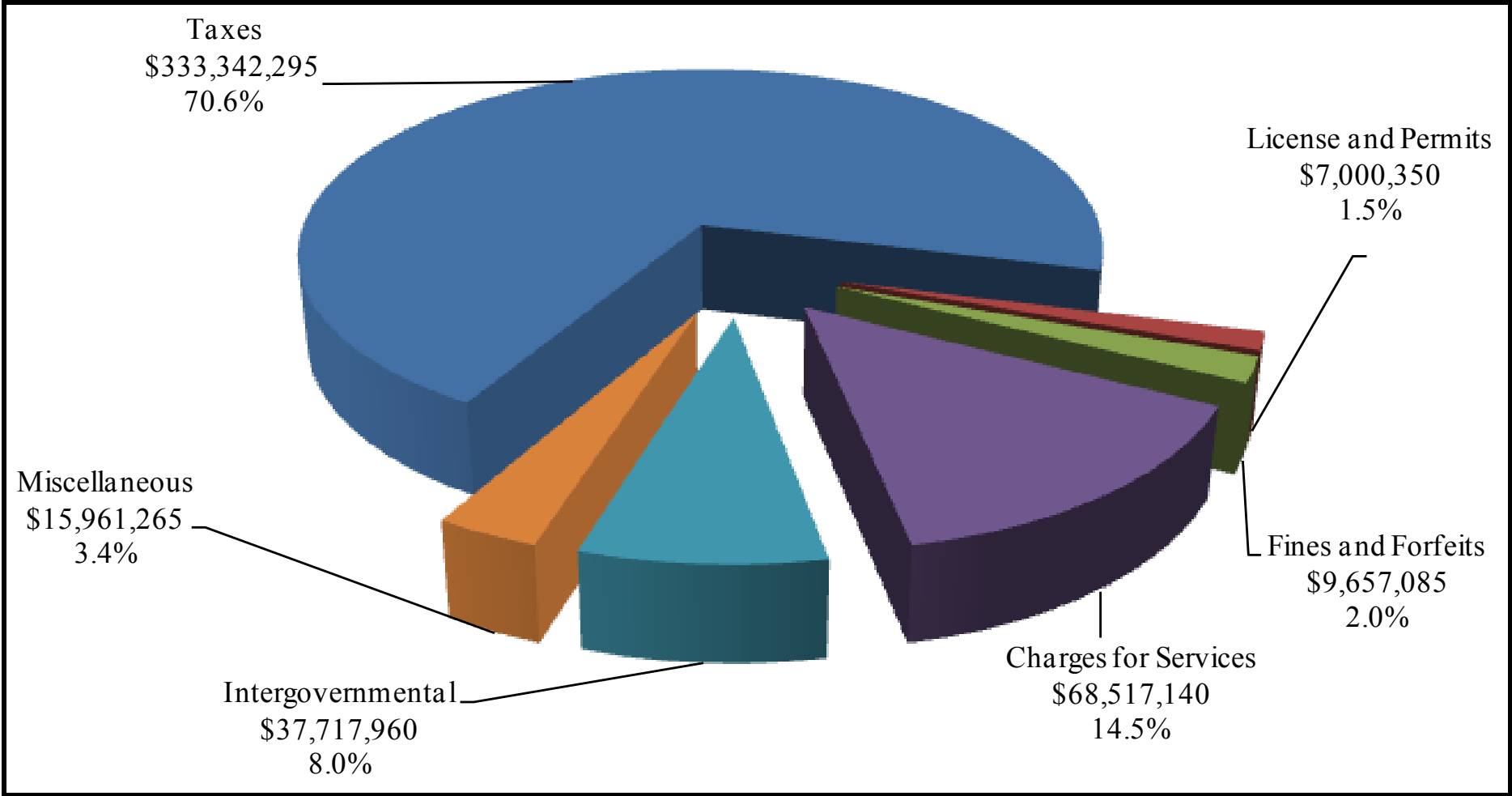
As noted, it is the City’s practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that will increase in FY12, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the next budget cycle, or used at the time of setting the FY12 property tax rate, to reduce the property tax levy.

The following table summarizes FY12 revenues by category to fund the FY12 Operating Budget.

<u>Revenue Category</u>	<u>FY11 Amount</u>	<u>% of Total</u>
Taxes	\$333,342,295	70.6%
License and Permits	7,000,350	1.5%
Fines and Forfeits	9,657,085	2.0%
Charges for Services	68,517,140	14.5%
Intergovernmental	37,717,960	8.0%
Miscellaneous	<u>15,961,265</u>	<u>3.4%</u>
<b>TOTAL</b>	<b>\$472,196,095</b>	<b>100%</b>

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

# REVENUE BY SOURCE



## **1. TAXES**

Overall, FY12 tax revenues total \$333,342,295. 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, 70.6% 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 \$307,197,295, and represent 65.1% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets (\$4,624,730) are included, plus \$1,500,000 for the Capital Budget, the total FY12 projected tax levy is \$313,322,025. 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 FY11. In addition, \$9 million in Free Cash (unreserved fund balance) is being used to reduce the property tax levy increase in FY12, which is the same amount used in FY11, 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 \$302,322,025, which is an increase of \$18,360,325, or 6.47%, from FY11. 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 6.47% in FY12, which is slightly less than the 6.6% projected increase for FY12 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, or other revenues, at a higher level than what is included in the FY12 Budget, once actual FY11 receipts and final state aid figures are known.

As noted above, the Public Investment (Capital) Budget uses \$1,500,000 in property taxes as a revenue source, which is \$350,000 more than the amount used in FY11.

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

The City successfully completed the state mandated 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 FY11 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately \$99.4 million, which is an increase of \$0.8 million from FY10 and a \$54.7 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 \$9.9 million are projected for FY11, which is \$1.2 million more than the \$8.7 million used in the FY11 Budget and reflects a full year of the 2% increase noted above. For FY12, \$9.8 million is budgeted, based the estimated current year revenues, which is a \$1.1 million increase.

\$3.3 million in Meals Excise tax revenues are estimated to be received in FY11, which is \$325,000 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 FY12 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 FY12, which is \$20,000 higher than FY11, 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 Law 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 will reduce 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. This early termination also will impact the FY12 corporate excise tax payment. 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 FY12, which is \$500,000 less than budgeted in FY11.

## **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 FY11. 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 FY12 payment is estimated to be \$1,787,780.

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 FY12 estimated payment is scheduled to be \$2,706,290.

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 FY12 budgeted amount for all in lieu payments is \$5,120,000.

## **2. LICENSE AND PERMITS**

FY12 License and Permit revenue totals \$7,000,350 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 \$2.7 million in FY11. The same amount has been budgeted in FY12. Projected revenue for FY11 is estimated to be approximately \$9.0 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 FY10 and FY11 in most cases. In FY12, revenues related to other building permit activity, such as plumbing, wiring, gas, sprinkler and dumpster permit fees have been increased by a total of \$130,000, which includes \$50,000 for a new sheet metal permit fee authorized by the State in FY11.

Revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department has been decreased by \$75,000 to \$450,000 in FY12, based on FY11 projected revenues.

Revenue from alcoholic beverage licenses has been increased by \$20,000 to \$870,000 and the amount budgeted for air rights over public ways revenue has been increased by \$12,000 to \$20,000 in FY12, based on a review of agreements by the Assessing and Inspectional Service Departments.

## **3. FINES AND FORFEITS**

FY12 revenue from Fines and Forfeits totals \$9,857,085. The largest revenue source for this category is parking fines, which total \$8,994,535 in the FY12 Operating Budget, a slight decrease of \$10,410 from FY11 budgeted revenues of \$9,004,945. The \$8,994,535 amount does not include \$800,000 that is used as a funding source for Traffic and Parking related capital projects which, when included, bring the total projected parking fine revenue in FY12 to \$9,794,535, which is \$14,590 higher than the \$9,779,945 budgeted in FY11. 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 \$30,000 to a total of \$45,000 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 in the current fiscal year.

#### **4. CHARGES FOR SERVICES**

The Charges for Services category is the second largest revenue stream to the City and totals \$68,517,140, or 14.5% 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 FY12 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, 2011 and ending March 31, 2012, water and sewer rates reflect a 0.0% increase over FY11.

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 1.8% higher rate than the previous fiscal year. In FY10, there was also a slight increase of 1.2% in water use over the previous fiscal year. This represents a reversal of the trend which saw a 4.1% decrease in FY09 from FY08.

During the previous year's rate setting process, the projected FY12 rate increases for water, sewer and combined were 2.8%, 4.9%, and 4.2%, respectively, based on March 2010 consumption rates and the projected budget. We have, however, been able to produce rates (0.0% increase in FY12) 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 FY07-11 period were as follows: Water, 2.0%; Sewer, 5.7%; and Combined, 4.5%, which include both the water and sewer rates showing 0% increases in FY08.

FY12 estimated sewer revenues will cover the FY12 estimated MWRA assessment, which is scheduled to increase by \$76,980 to \$21,699,800, or 0.4%. The MWRA rate increase projected for the City is subject to change based on the MWRA budget adopted later in the spring 2011. Estimated sewer revenues will also cover operating and capital increases.

In February 2011, the City issued \$15,000,000 in bonds to finance several sewer reconstruction projects throughout the city. The annual debt service costs attributable to these bonds are included in the sewer budget.

FY12 estimated water revenues will cover increases in costs related to the operation of the water plant. Debt service costs continue to decline, by \$1,616,615 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 and Community Development Departments.

The planned capital allocation has increased \$1,000,000 from its FY11 level of \$1,750,000 to \$2,750,000 in FY12 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 FY12 water revenues to fund the FY12 operating budget are \$15,596,575 and include water usage, miscellaneous water charges, and retained earnings (fund balance). This is a decrease of \$1,405,855 from the FY11 Adjusted Budget. In addition to the \$15.6 million, \$2,750,000 in water revenue is used to fund water related capital projects in FY12. Therefore, total water revenue from all sources is \$18,346,575, a net decrease of \$405,855 from the FY11 Adjusted Budget.

Beginning 12 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. In FY12, the fund balance support will be \$250,000, which is equal to the amount used in the FY11 budget. The \$250,000 used in both FY11 and FY12 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 estimated use of fund balance for FY10 was \$1,250,000. By using \$250,000 from the fund balance in FY12, the City is able to achieve a 0.0% 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 FY13, as the significant decreases in water debt service continue.

The Water Fund balance as of June 30, 2010 was \$6,312,443 and the balance is projected to be \$6,201,138 at the end of FY11, based on a budgetary basis of accounting, of which \$250,000 will be used in FY12 to support a 0.0% 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, \$2,250,000 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 FY12 Sewer revenue, which includes sewer service usage and MWPAT subsidies, used to fund the operating budget is \$36,767,130, a decrease of \$1,772,030 from the FY11 Adjusted Budget. In addition to the \$36.8 million, \$2,250,000 in sewer revenue has been included in the FY12 Capital Budget, which is a \$1,450,000 increase from FY11. Therefore, total sewer revenue from all sources is \$39,017,130, a net increase of \$322,030 from the FY11 Adjusted Budget.

### **Parking Fund**

The Parking Fund is used to record revenue from use of meter and street obstruction permits, street meter collections, resident parking stickers, parking lots and garages, parking fines, interest earnings and miscellaneous income. Total revenue from these sources is budgeted at \$19,344,535 in FY12 and is used to fund the Traffic, Parking and Transportation Department Operating Budget (\$10,294,470), Capital Budget (\$800,000) and to support 11 other Operating Budgets (\$8,250,065).

FY12 Parking Fund Usage revenue of \$8,995,000, which is contained in the Charges for Services revenue category, includes receipts from Traffic, Parking and Transportation Department activities such as street meters (\$4,825,000), parking lot revenue (\$685,000), parking garage revenue (\$2,935,000), resident parking stickers (\$400,000), boot removal (\$50,000) and use of meter fees (\$100,000). FY12 revenue from these sources is projected to increase slightly, by \$410,000 from the FY11 Budget, due largely to an adjustment to street meter and parking garage revenue based on current year projections. In addition to the revenue listed above, FY12 Parking Fund revenue includes receipts for street obstruction permits (\$450,000), parking fines (\$9,794,535), interest earnings (\$75,000) and miscellaneous revenue (\$30,000).

In addition to the above, 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. An allocation of \$780,000 from additional revenues from FY11 and FY12, due to this rate increase in resident parking stickers adopted in FY11, is contained in the Capital Budget.

The Fund Balance of the Parking Fund as of June 30, 2010 was \$13.0 million (GAAP Basis) and is projected to show a net increase to \$13.9 million as of June 30, 2011 due to strong parking fine, parking meter and garage collections.

### **Other**

There are other Charges for Service revenues that have been adjusted in the FY12 Budget. The major changes include:

- \$50,050 increase in municipal access fees received by the Cable TV Department from Comcast, based on actual revenue received in FY11. The FY11 budgeted revenue is \$1,446,990.
- An additional \$48,000 in recreation activity revenue received by the Department of Human Services has been budgeted in FY12, primarily due to increased enrollment in programs housed at the recently renovated War Memorial Recreation Center. The FY12 budgeted revenue is \$220,000 in the operating budget, with \$28,000 in the Capital Budget to provide funds for capital improvements at both the War Memorial Facility and Gold Star Mothers Pool.
- Also, an additional \$50,000 in Community School revenue has been budgeted in FY12, based on current year estimates, to cover budget increases to reflect program costs, and Extended Day revenues have been increased by \$15,000 to \$130,000 to cover budget increases of the same amount.

## **5. INTERGOVERNMENTAL REVENUE**

FY12 Intergovernmental Revenue (\$37,717,960) includes federal and state grants, other governmental revenue and State Aid revenue.

### **State Aid**

Estimated total FY12 State Aid (Cherry Sheet) revenue of \$27,622,270 represents 5.8% of the total FY12 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 FY11, the City is scheduled to receive \$18,170,690 in UGGA and \$8,596,970 School Aid/Chapter 70, for a total of \$26,767,660, or 5.8% of the FY11 Adopted Budget.

The City estimates receiving \$1,267,670 less in FY12 than it did in FY11 (budget to budget) for these two major local aid categories, for a total of \$25,499,990. These two local aid categories represent 5.4% of the total FY12 Operating Budget. However, there are additional net decreases in other state aid categories equaling \$2,741,970, which bring the total decrease to \$4,009,640 for FY12. The primary reduction is \$2,771,885 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 City is reimbursed 100%, for the first year, of the tuition costs paid to the Charter School for Cambridge students attending their school. In FY11 there was a significant over estimate of the number of students, which has been adjusted in the FY12 Cherry Sheet estimate for this category and accounts for the significant decrease from FY11.

In FY07, the City received \$26,623,055 in UGGA and \$1,159,950 in Police Career Incentive Reimbursements for a total of \$27,783,005. Using the estimated FY12 amounts, the City is receiving \$9,766,185 less in UGGA and \$1,049,960 less in Police Career Incentive reimbursements than it did in FY07, for a total loss of \$10,816,145 or 38.9%.

FY12 State Aid revenue projections to the City are based on the Governor's FY12 State Budget released in January 2011. The House of Representatives and State Senate prepares and adopts 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, 2011. Adjustments to State Aid figures, based on the adopted State Budget, will be made in the fall of 2011 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**

The amount received from the Massachusetts Water Pollution Abatement Trust as a subsidy for sewer and water loans is reduced by \$1,378,580 in FY12 due to the decrease on the balance of the loans.

Total Community Development Block Grant revenues are projected to decrease by \$338,775 to \$3,049,050 in FY12. This amount reflects an estimated reduction of 10%, which is subject to change based on the final implementation of Federal Budget reductions.

## **6. MISCELLANEOUS**

The Miscellaneous Revenue category totals \$15,961,265 in FY12, which is a decrease of \$2,524,625 from FY11.

### **Interest Earnings**

General Fund interest earnings of \$500,000 have been included in the FY12 Budget, which is a decrease of \$370,000. In addition to this amount, \$75,000 in interest earnings from the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in FY12. Total interest earnings are budgeted at \$615,000 in FY12. Interest rates have steadily declined during FY11 and, therefore, interest earnings have been budgeted conservatively. 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 FY10 certified Free Cash figure was \$89.3 million, which was \$4.7 million higher than the previous year's figure and the second highest amount in the City's history.

It is estimated that the City will again use \$9.0 million in Free Cash in FY12, as it did in FY11, to lower the property tax levy increase, which is consistent with the City's financial plan. It is projected that the \$9.0 million in Free Cash used in FY11 will be replenished. The City is hopeful that all or a portion of the additional \$3.8 million in Free Cash, which has been used in FY11 for one-time capital and operating budget items, will also be replenished. Free Cash is not directly shown in the FY12 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 \$5,000,000 from the City's Stabilization Fund, which is a planned reduction of \$3.3 million, to offset the impact of increasing debt service costs on the property tax levy for the four major projects (Main Library, Public Safety Building, West Cambridge Youth

and Community Center, War Memorial), that have been completed, except for the CRLS Renovation Project, which is scheduled to be completed in the fall 2011. 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 FY11 for these projects and has used \$30.3 million in Debt Stabilization Funds since FY06 to offset the impact of increasing debt service costs on the property tax levy.

The total balance in the Stabilization Fund as of June 30, 2011 is projected to be approximately \$5.2 million, which will be used in FY12. Based on the financial condition of the City at the end of FY11, 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 FY12, \$632,470 in School Stabilization Funds is being used, which is a decrease of \$566,145 from FY11, due to a decrease in existing School debt service costs. The School Stabilization Fund is used to offset the drop-off in Massachusetts School Building Authority reimbursements prior to the completion of the principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs for the War Memorial Facility, which began in FY09. The balance in the School Debt Stabilization as of June 30, 2011 is projected to be \$6.1 million.

### **Other**

The Health Claims Trust Fund Transfer has been increased from \$7,000,000 to \$7,300,000 to fully reflect increased employee health and dental insurance contributions in FY12.

The Teacher Retirement Fund Transfer has been increased to \$1.6 million, which utilizes the available fund balance, to cover a portion of a one-time allocation of \$2.0 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.

Bus Shelter Advertizing revenue has been increased by \$15,000 to \$75,000 and Recycling revenue has been increased from \$5,000 to \$20,000 in FY12 based on current year estimates. The following pages provide a detailed description of specific revenues contained in the six major revenue categories.



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$287,249,866	\$316,283,380	<b>TAXES</b>	<b>\$333,342,295</b>
\$11,258,790	\$13,775,485	<b>LICENSES AND PERMITS</b>	<b>\$7,000,350</b>
\$11,494,472	\$11,184,550	<b>FINES AND FORFEITS</b>	<b>\$9,657,085</b>
\$69,151,969	\$72,652,480	<b>CHARGES FOR SERVICES</b>	<b>\$68,517,140</b>
\$41,971,959	\$44,588,475	<b>INTERGOVERNMENTAL REV.</b>	<b>\$37,717,960</b>
<u>\$19,722,315</u>	<u>\$18,285,385</u>	<b>MISCELLANEOUS REVENUE</b>	<u><b>\$15,961,265</b></u>
<b>\$440,849,371</b>	<b>\$476,769,755</b>		<b>\$472,196,095</b>

**OPERATING BUDGET  
- Summary**

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

**MAXIMIZING NON-TAX 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 FY12 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 FY12 Budget.

The total property tax levy is projected to increase by 6.47% in FY12 or \$18,360,325. 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 FY12, 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 FY13 Budget, or used at the time of setting the FY12 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.

<b>FISCAL YEAR</b>	<b>TAXES</b>	<b>LICENSES &amp; PERMITS</b>	<b>FINES &amp; FORFEITS</b>	<b>CHARGES FOR SERVICES</b>	<b>INTER- GOVERN- MENTAL</b>	<b>MISCELLA- NEOUS</b>
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%
FY08	64.4%	1.5%	2.2%	15.3%	13.3%	3.3%

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$247,382,218	\$270,080,428	REAL PROPERTY TAX	\$286,522,917
\$16,526,349	\$19,487,952	PERSONAL PROPERTY TAX	\$20,674,378
\$5,925,159	\$5,925,000	MOTOR VEHICLE EXCISE TAX	5,925,000
\$7,601,971	\$9,900,000	HOTEL/MOTEL EXCISE TAX	\$9,800,000
\$1,930,181	\$1,500,000	CORPORATION EXCISE TAX	\$1,200,000
\$1,759,717	\$3,300,000	MEALS EXCISE TAX	\$3,300,000
\$948,809	\$800,000	PENALTIES & DELINQ. INT.	\$800,000
<u>\$5,175,462</u>	<u>\$5,290,000</u>	IN LIEU OF TAX PAYMENTS	<u>\$5,120,000</u>
\$287,249,866	\$316,283,380		\$333,342,295

**TAXES  
- Summary**

**REAL PROPERTY TAX.** The primary source of revenue for municipalities in the Commonwealth is the real property tax. For purposes of taxation, real property includes land and buildings and improvements erected or affixed to the land. The City's Board of Assessors determines the value of all taxable land, which is revalued at fair market each

January 1<sup>st</sup>. On a 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, and laboratory or business equipment, furniture, fixtures and machinery) of business firms located in the city. Manufacturing corporations pay personal property tax to the City on poles, wires and 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.

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>	<b>BUDGET FY12</b>
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**TAXES  
- Real Property Tax**

**\$247,382,218**

**\$270,080,428**

**REAL PROPERTY TAX \$286,522,917**

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

<u>Fiscal Year</u>	<u>Tax Levy</u>	<u>Overlay Reserve Abatements</u>	<u>Net Tax Levy (1)</u>	<u>Collections During Fiscal Year Payable (2)</u>	
				<u>Amount</u>	<u>% of Net Levy</u>
FY11	\$283,961,699	\$4,295,422	\$279,662,277	-	-
FY10	\$268,662,984	\$4,362,984	\$264,300,000	\$263,057,040	99.9%
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%
FY07	\$231,787,094	\$4,427,094	\$227,360,000	\$227,098,138	99.9%

- (1) Tax levy less overlay reserve for abatements.
- (2) Actual collection of levy less refunds and amounts refundable including proceeds of tax titles and tax possessions, but not including abatements or other credits.

The following table shows the net tax levy and the amount added as a reserve for abatements attributed to each levy for the most recent fiscal years:

<u>Fiscal Year</u>	<u>Tax Levy</u>	<u>Overlay Reserve Amount</u>	<u>% of Total Levy</u>	<u>During Fiscal Year of Each Tax Levy Abatements</u>
FY11	\$283,961,699	\$4,295,422	1.5%	
FY10	\$268,662,984	\$4,362,984	1.6%	\$2,018,228
FY09	\$254,945,578	\$4,445,573	1.7%	\$3,011,039
FY08	\$242,334,374	\$4,535,813	1.9%	\$1,170,749
FY07	\$231,787,094	\$4,427,094	1.9%	\$1,489,161

ACTUAL FY10	PROJECTED FY11		BUDGET FY12																		
\$16,526,349	\$19,487,952	<b>PERSONAL PROPERTY TAX</b>																			
		<p data-bbox="611 186 1444 470"> <b>PERSONAL PROPERTY TAX</b>      <b>\$20,674,378</b> </p> <p data-bbox="611 186 1444 470"> <b>PERSONAL PROPERTY TAX.</b> 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. </p> <p data-bbox="611 503 1444 535" style="text-align: center;"><b>TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY11)</b></p> <table data-bbox="735 568 1806 925" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td data-bbox="735 568 1638 609">NStar Electric (Utility)</td> <td data-bbox="1638 568 1806 609" style="text-align: right;">\$4,291,858</td> </tr> <tr> <td data-bbox="735 609 1638 649">Novartis Institute (Pharmaceuticals)</td> <td data-bbox="1638 609 1806 649" style="text-align: right;">\$2,260,861</td> </tr> <tr> <td data-bbox="735 649 1638 690">Southern Energy/Mirant (Power Plant)</td> <td data-bbox="1638 649 1806 690" style="text-align: right;">\$924,565</td> </tr> <tr> <td data-bbox="735 690 1638 730">Verizon New England (Telecommunications)</td> <td data-bbox="1638 690 1806 730" style="text-align: right;">\$897,984</td> </tr> <tr> <td data-bbox="735 730 1638 771">Millenium Pharmaceuticals, Inc. (Pharmaceuticals)</td> <td data-bbox="1638 730 1806 771" style="text-align: right;">\$684,768</td> </tr> <tr> <td data-bbox="735 771 1638 812">Vertex Pharmaceuticals (Pharmaceuticals)</td> <td data-bbox="1638 771 1806 812" style="text-align: right;">\$674,312</td> </tr> <tr> <td data-bbox="735 812 1638 852">Draper Lab (Research and Development)</td> <td data-bbox="1638 812 1806 852" style="text-align: right;">\$519,818</td> </tr> <tr> <td data-bbox="735 852 1638 893">New Cingular Wireless (Telecommunications)</td> <td data-bbox="1638 852 1806 893" style="text-align: right;">\$510,863</td> </tr> <tr> <td data-bbox="735 893 1638 933">Level 3 Communications (Telecommunications)</td> <td data-bbox="1638 893 1806 933" style="text-align: right;">\$468,731</td> </tr> <tr> <td data-bbox="735 933 1638 974">Amgen (Pharmaceuticals)</td> <td data-bbox="1638 933 1806 974" style="text-align: right;">\$417,658</td> </tr> </tbody> </table>		NStar Electric (Utility)	\$4,291,858	Novartis Institute (Pharmaceuticals)	\$2,260,861	Southern Energy/Mirant (Power Plant)	\$924,565	Verizon New England (Telecommunications)	\$897,984	Millenium Pharmaceuticals, Inc. (Pharmaceuticals)	\$684,768	Vertex Pharmaceuticals (Pharmaceuticals)	\$674,312	Draper Lab (Research and Development)	\$519,818	New Cingular Wireless (Telecommunications)	\$510,863	Level 3 Communications (Telecommunications)	\$468,731
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**TAXES**  
**- Personal Property Tax**

ACTUAL FY10	PROJECTED FY11	BUDGET FY12
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**TAXES**  
**- Motor Vehicle Excise Tax**

**\$5,925,159**

**\$5,925,000**

**MOTOR VEHICLE EXCISE TAX      \$5,925,000**

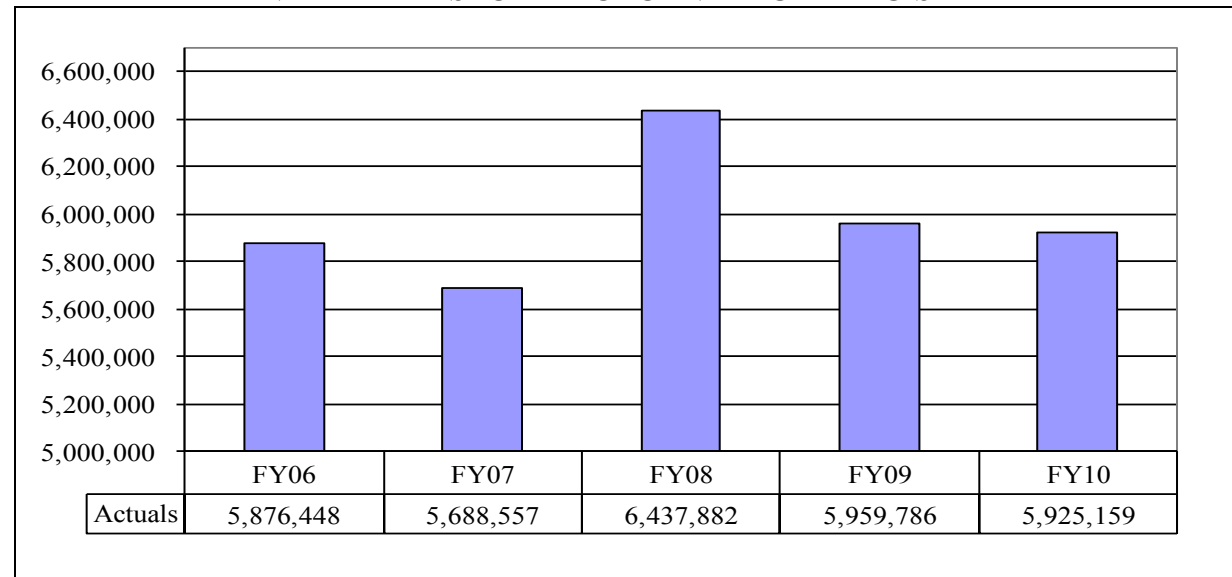
**EXCISE TAX RECEIPTS.** State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These monies are

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 FY11, 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 FY10	PROJECTED FY11	BUDGET FY12
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**TAXES  
- Hotel/Motel Tax**

**\$7,601,971**

**\$9,900,000**

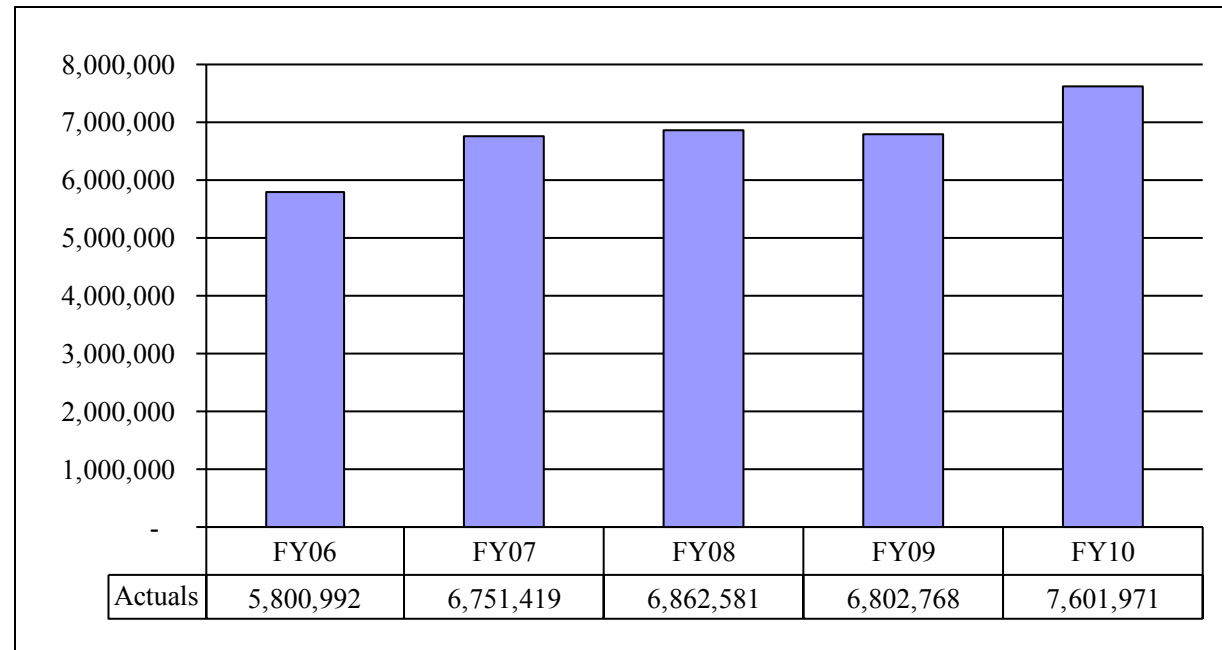
**HOTEL/MOTEL EXCISE TAX**

**\$9,800,000**

**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**



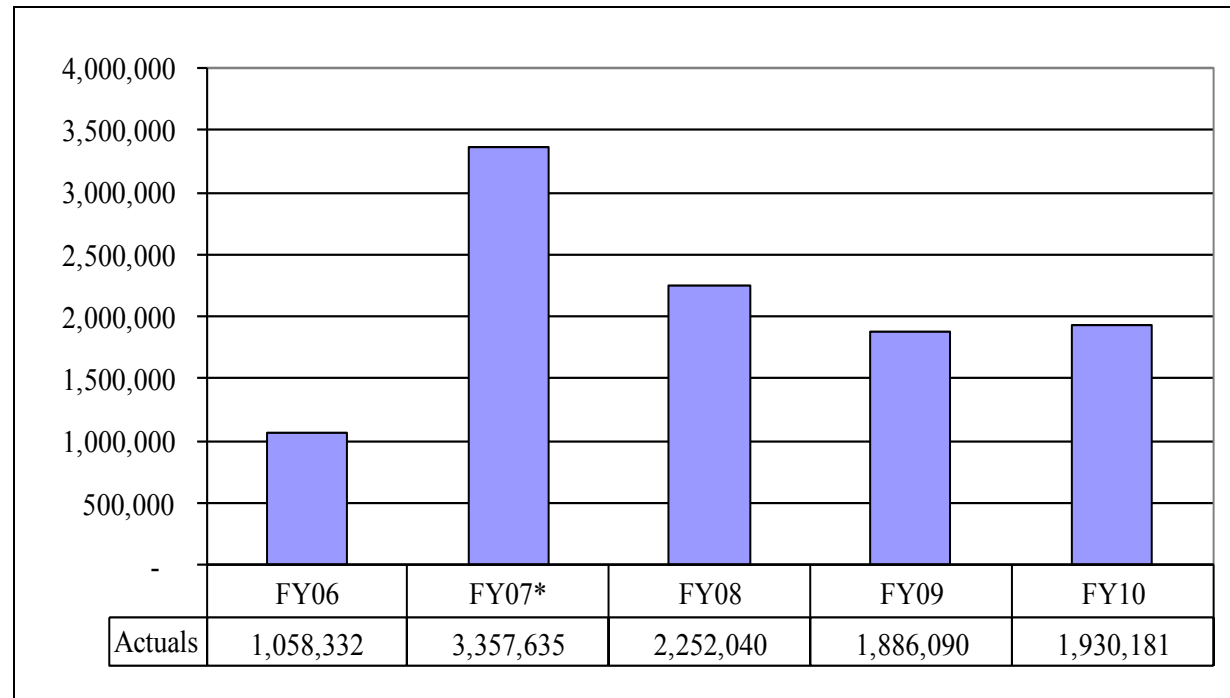
ACTUAL FY10	PROJECTED FY11	BUDGET FY12
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**TAXES**  
**- Corporation Excise Tax**

<b>\$1,930,181</b>	<b>\$1,500,000</b>
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**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 FY10	PROJECTED FY11		BUDGET FY12
<b>\$1,759,717</b>	<b>\$3,300,000</b>	<b>MEALS EXCISE TAX</b>	<b>\$3,300,000</b>

**TAXES  
- Meals Excise Tax**

**MEALS EXCISE TAX.** The Adopted FY11 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.

\$3.3 million in Meals Excise Tax revenue is estimated to be received in FY11, which reflects a full year of collections. The same amount is used for the FY12 Budget.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	TAXES - Penalties and Delinquent Interest
<b>\$948,809</b>	<b>\$800,000</b>	<b>PENALTIES AND DELINQ. INT.</b>	<b>\$800,000</b>	<p data-bbox="1465 191 1940 289"><b>DELINQUENT INTEREST.</b> The City receives interest on overdue taxes and water/sewer service rates.</p> <p data-bbox="625 297 1940 500">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.</p> <p data-bbox="625 540 1940 816"><b>PENALTY CHARGES.</b> If real and personal property taxes are not paid within 30 days for the second billing (usually May 1) in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$10) and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges, in lieu of a salary. 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.</p> <p data-bbox="625 857 1940 995">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).</p> <p data-bbox="625 1036 1940 1141">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.</p>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	TAXES - In Lieu of Tax Payments
\$5,175,462	\$5,290,000	IN LIEU OF TAX PAYMENTS	\$5,120,000	<p><b>IN LIEU OF TAX PAYMENTS.</b> 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 22 cents per square foot of land area.</p> <p>However, Harvard University and the Massachusetts Institute of Technology (MIT) remain the major in lieu of taxpayers in Cambridge.</p> <p>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 FY11 payment is estimated to be \$1,744,175.</p> <p>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 FY11 payment is estimated to be \$2,640,285.</p> <p>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.</p>

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$2,383,064	\$2,395,920		LICENSE \$2,353,650
<u>\$8,875,726</u>	<u>\$11,379,565</u>		PERMITS \$4,646,700
<u>\$11,258,790</u>	<u>\$13,775,485</u>		<u>\$7,000,350</u>

**LICENSES AND PERMITS  
- Summary**

**LICENSES.** License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of a Police Department representative, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. The most common licenses are briefly described on the following pages. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue 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 FY10	PROJECTED FY11		BUDGET FY12
\$6,281	\$6,000	MILK	\$6,000
\$845,013	\$870,000	ALCOHOLIC BEVERAGES	\$870,000
\$52,203	\$49,500	COMMON VICTUALER	\$49,500
\$8,566	\$6,000	BUILDERS	\$6,000
\$277,194	\$295,000	LODGING HOUSE	\$295,000
\$311,044	\$319,000	GARAGE/GASOLINE	\$311,000
\$2,871	\$2,900	SHOPS AND SALES	\$2,900
\$78,982	\$84,500	HACKNEY	\$84,500
\$73,527	\$73,000	MOTOR VEHICLE RELATED	\$73,000
\$182,063	\$185,000	ENTERTAINMENT	\$185,000
\$94,064	\$82,000	HEALTH RELATED	\$79,500
\$43,155	\$40,000	MARRIAGE	\$39,000
\$19,312	\$18,000	DOG LICENSES	\$18,000
\$8,800	\$10,800	STREET PERFORMERS	\$10,800
\$190,225	\$175,500	POLE AND CONDUIT	\$175,500
\$12,160	\$12,000	TOBACCO	\$12,000
\$2,750	\$2,750	DISPOSAL	\$2,750
\$22,281	\$21,000	MISCELLANEOUS	\$21,000
\$1,100	\$700	RECREATION CAMPS	\$700
\$13,790	\$12,770	NEWSPAPER BOXES	\$12,000
\$25,602	\$20,000	MULTI-FAMILY INSPECTIONS	\$10,000
\$14,300	\$19,500	PROPERTY USE	\$19,500
\$97,781	\$90,000	DUMPSTER	\$70,000
<u>\$2,383,064</u>	<u>\$2,395,920</u>		<u>\$2,353,650</u>

**LICENSES AND PERMITS**

**- Licenses**

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

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

TYPE	NO.	FEE	
All Alcoholic Institute Educational	7 days, 1 a.m.	1	\$3,865
Wine/Malt Educational		5	\$2,040
All Alcoholic Restaurant	7 days, 1 a.m.	81	\$3,160/\$6,320
All Alcoholic Restaurant	7 days, 1:30 a.m.	1	\$3,530/\$7,060
All Alcoholic Restaurant	7 days, 2 a.m.	50	\$3,905/\$7,810
Wine/Malt Brewery	7 days	1	\$1,225
Wine/Malt Restaurant	7 days	62	\$2,000/\$4,000
All Alcoholic Package Store		22	\$2,330
Wine/Malt Package Store		18	\$1,750
All Alcoholic Hotels, over 100 rooms		11	\$6,300

TYPE	NO.	FEE
All Alcoholic Hotels, under 100 rooms	1	\$5,815
All Alcoholic Veterans Club	2	\$1,945
Other All Alcoholic Clubs	11	\$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, 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 24 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.).

**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. 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 (\$100 per year).

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

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

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

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

**MULTI-FAMILY INSPECTION.** Periodic inspections (5 year cycle) of multi-family structures were initiated in February 2000 as required by the Massachusetts State Building Code. 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 City Ordinance 8.25, an annual \$100 dumpster license is required for all dumpsters located in the City.



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$6,044,011	\$9,000,000	BUILDING	\$2,700,000
\$68,029	\$75,000	GAS	\$45,000
\$384,598	\$450,000	WIRING	\$250,000
\$118,444	\$130,000	PLUMBING	\$75,000
\$791,198	\$550,000	STREET OPENING	\$550,000
\$530,900	\$450,000	STREET OBSTRUCTION	\$450,000
\$204,439	\$117,565	PLAN REVIEW	\$55,000
\$59,097	\$70,000	SPRINKLER	\$45,000
\$415,120	\$269,000	PLACE OF ASSEMBLY	\$244,000
\$25,167	\$15,000	OCCUPANCY CERTIFICATIONS	\$10,000
\$12,906	\$20,000	AIR RIGHTS/PUBLIC WAYS	\$20,000
\$2,588	\$2,400	FIREARM	\$2,200
\$425	\$600	SUNDAY	\$500
\$113,010	\$110,000	FIRE	100,000
\$105,794	\$95,000	MECHANICAL	\$50,000
\$0	\$25,000	SHEET METAL	\$50,000
<u>\$8,875,726</u>	<u>\$11,379,565</u>		<u>\$4,646,700</u>

**LICENSES AND PERMITS  
- Permits**

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

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

**WIRING PERMITS.** The Inspectional Services Department issues wiring permits to licensed electricians to perform specific electrical wiring 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. The fee for inspecting private sewer repairs and new connections to the City's sewer mains has been increased from \$100 to \$150 to more accurately reflect the costs of providing the service.

**STREET OBSTRUCTION PERMITS.** The Traffic, Parking & Transportation Department issues over 6,000 permits to close a street or to occupy the street for special events, moving vans, tool trucks, dumpsters and other temporary uses.

**PLAN REVIEW PERMIT.** Special permit fees 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/ duck work. The fee is \$50 plus \$25 per each 100 linear feet.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	FINES & FORFEITS -Summary
\$31,707	\$60,000		LIBRARY \$45,000	LIBRARY FINES. Revenue is generated from payments for lost, late or damaged items.
\$10,754,141	\$10,500,000		PARKING \$8,994,535	
\$573,272	\$550,000	MOVING VIOLATIONS	\$550,000	PARKING FINES. The largest revenue source for this category is Parking Fines, which total \$8,994,535 in the FY12 Operating Budget.
\$26,825	\$6,800		HACKNEY \$6,800	
\$99,612	\$60,500		FALSE ALARMS \$54,000	The collection of parking fines continues to be an important source of revenue for the City. Parking Fund
\$1,285	\$1,250		ANIMALS \$1,250	
\$6,880	\$5,000		BICYCLE \$4,500	revenues are used to partially fund the budgets of 11 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.
		WEIGHT & MEASURES CIVIL		
<u>\$750</u>	<u>\$1,000</u>		CITATIONS <u>\$1,000</u>	The collection of parking fines continues to be an important source of revenue for the City. Parking Fund
<u>\$11,494,472</u>	<u>\$11,184,550</u>		<u>\$9,657,085</u>	
<p><b>MOVING VIOLATIONS.</b> 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.</p>				
<p><b>HACKNEY FINES.</b> The License Commission issues fines to taxicab operators who violate Cambridge Hackney Rules and Regulations.</p>				
<p><b>FALSE ALARM FINES.</b> 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).</p>				
<p>The Police Department charges for false alarms exceeding two in a calendar year. On the third police response, the following fines are assessed: third alarm (\$25), fourth alarm (\$50), fifth alarm and subsequent false alarms in a calendar year are \$100 for each police response.</p>				
<p><b>DOG FINES.</b> The Animal Commission collects fines for unleashed and unlicensed dogs and for failure to dispose of dog waste properly. Failure to license one's dog results in a \$25 fine. The failure to restrain and properly dispose of dog waste is a \$10 fee for the first offense, \$25 for the second and \$50 for the third.</p>				

**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 FY10	PROJECTED FY11		BUDGET FY12
\$8,062,193	\$8,805,000		
\$17,630,225	\$17,950,000	PARKING	\$8,995,000
\$36,003,105	\$38,500,000	WATER UTILITY REVENUE	15,596,575
\$5,697,320	\$5,712,955	SEWER SERVICE CHARGE	\$36,723,100
<u>\$1,759,126</u>	<u>\$1,684,525</u>	FEES	\$5,433,725
\$69,151,969	\$72,652,480	OTHER CHARGES FOR SERVICE	<u>\$1,768,740</u>
			\$68,517,140

**CHARGES FOR SERVICES  
- Summary**

**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 FY12, service charges and user fees will account for 14.5% 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 FY12 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 FY10	PROJECTED FY11		BUDGET FY12
\$4,414,560	\$4,725,000	METER COLLECTION	\$4,825,000
\$627,362	\$675,000	PARKING LOTS	\$685,000
\$2,436,942	\$2,855,000	PARKING GARAGES	\$2,935,000
\$127,975	\$100,000	USE OF METERS	\$100,000
\$399,532	\$400,000	RESIDENT STICKERS	\$400,000
\$55,822	\$50,000	BOOT REMOVAL FEES	\$50,000
<u>\$8,062,193</u>	<u>\$8,805,000</u>		<u>\$8,995,000</u>

**CHARGES FOR SERVICES  
- Parking**

**PARKING FUND.** An important source of revenue for the City is the parking fund. This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see fines and forfeits) and interest earnings (see miscellaneous revenue). These revenues are then distributed

to help fund programs permitted under Chapter 844 of the Massachusetts General Laws. With limited tax revenues, the parking fund is a critical source of City revenue, providing funds to 12 budgets. The following chart shows a three-year budget history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY10	FY11	FY12
Finance	\$23,950	\$23,950	\$23,950
Law	100,000	100,000	100,000
Police	3,841,845	3,841,845	3,841,845
Traffic, Parking & Transportation	9,886,180	10,034,590	10,294,470
Public Works	2,746,930	2,846,935	2,846,935
Community Development	421,895	421,895	421,895
General Services	4,000	4,000	4,000
School	100,000	100,000	100,000
Cherry Sheet Assessments	457,940	459,420	505,380
Executive	255,000	255,000	255,000
Debt Service	140,625	134,375	128,125
Electrical	22,935	22,935	22,935
	<u>\$18,001,300</u>	<u>\$18,244,945</u>	<u>\$18,544,535</u>

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

**OFF-STREET PARKING LOT METER COLLECTIONS.** This revenue is derived from nine metered parking lots. The meters in 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 in FY12

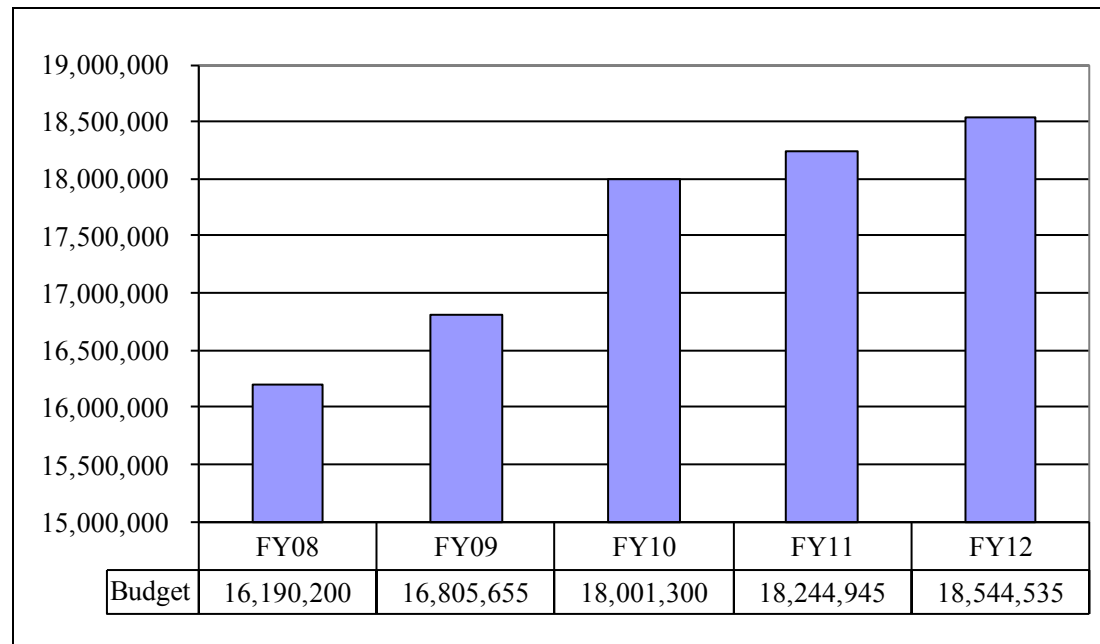
**PARKING GARAGES.** Revenue is raised from the following: Green Street Municipal Parking Garage (\$1.50 per hour) and the East Cambridge Municipal Parking Garage (\$2 first hour / \$1 for 2<sup>nd</sup> & 3<sup>rd</sup> hours/\$2 each remaining hour). There are 1,384 parking spaces in these facilities. 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 \$20.

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

**FIVE YEAR PARKING FUND REVENUE ANALYSIS (OPERATING)**

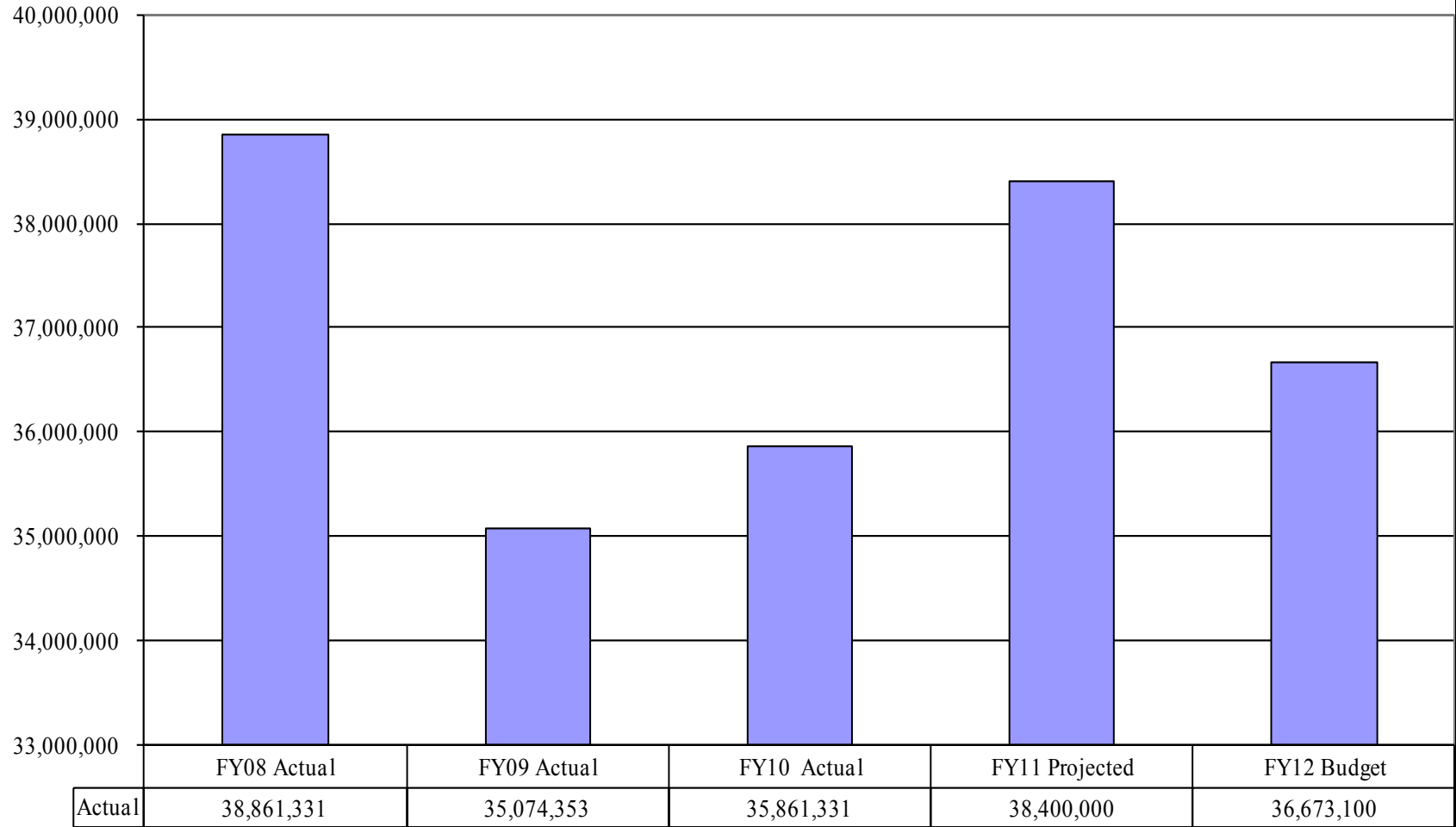


ACTUAL FY10	PROJECTED FY11		BUDGET FY12	CHARGES FOR SERVICES - Water																								
\$17,091,661 \$538,564 <u>    \$0</u> <b>\$17,630,225</b>	\$17,350,000 \$600,000 <u>    \$0</u> <b>\$17,950,000</b>	<b>WATER USAGE</b> <b>MISC. WATER CHARGES</b> <b>RETAINED EARNINGS</b>	<b>\$14,746,575</b> <b>\$600,000</b> <u>    \$250,000</u> <b>\$15,596,575</b>	<b>WATER USAGE.</b> The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and sewer use. A block																								
<p>rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY12 rates, effective for all water consumed as of April 1, 2011, represent a 0% increase in the water rate and a 0% increase in the sewer rate, with a 0% increase in the combined rate.</p>																												
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<p>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.</p>																												
<p>In addition to funding the Water Department Budget, Water Fund revenues will also be used in five City departments in FY12: Finance (\$225,000); Conservation (\$38,955); Public Works (\$400,000); and Community Development (\$30,000). Not included in the above amount is \$2,750,000 in water usage revenue used to fund City capital projects.</p>																												
<p><b>MISCELLANEOUS WATER CHARGES.</b> 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.</p>																												
<p><b>RETAINED EARNINGS.</b> 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 FY12, \$250,000 will be used as part of a 0% rate increase.</p>																												



ACTUAL FY10	PROJECTED FY11		BUDGET FY12	CHARGES FOR SERVICES - Sewer Service														
\$35,861,331 <u>\$141,774</u> \$36,003,105	\$38,400,000 <u>\$100,000</u> \$38,500,000	SEWER SERVICE CHARGE SEWER CONNECTION FEE	\$36,673,100 <u>\$50,000</u> \$36,723,100	<b>SEWER SERVICE CHARGE.</b> Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Implementation of this charge makes														
<p>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 \$2,250,000 in sewer revenues used to fund the remedial reconstruction program (\$1,750,000), Climate Change Adaptation Plan (\$150,000) and the acquisition of a replacement sewer system flushing truck (\$350,000). The FY12 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:</p>																		
<hr/> <table border="0" style="width: 100%; margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;">SEWER SERVICE CHARGE ALLOCATIONS</th> <th style="text-align: right;">AMOUNT</th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">Finance</td> <td style="text-align: right;">\$225,000</td> </tr> <tr> <td style="text-align: right;">Public Works</td> <td style="text-align: right;">2,720,580</td> </tr> <tr> <td style="text-align: right;">Debt Service</td> <td style="text-align: right;">11,983,220</td> </tr> <tr> <td style="text-align: right;">Massachusetts Water Resources Authority</td> <td style="text-align: right;">21,699,800</td> </tr> <tr> <td style="text-align: right;">Community Development</td> <td style="text-align: right;"><u>44,500</u></td> </tr> <tr> <td style="text-align: right;"><b>TOTAL</b></td> <td style="text-align: right;"><b>\$36,673,100</b></td> </tr> </tbody> </table> <hr/>					SEWER SERVICE CHARGE ALLOCATIONS	AMOUNT	Finance	\$225,000	Public Works	2,720,580	Debt Service	11,983,220	Massachusetts Water Resources Authority	21,699,800	Community Development	<u>44,500</u>	<b>TOTAL</b>	<b>\$36,673,100</b>
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<p><b>SEWER CONNECTION FEE.</b> 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. Due to fluctuations in the amount of this revenue generated each year, the City will continue its conservative revenue approach by estimating \$50,000 in FY12.</p>																		

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

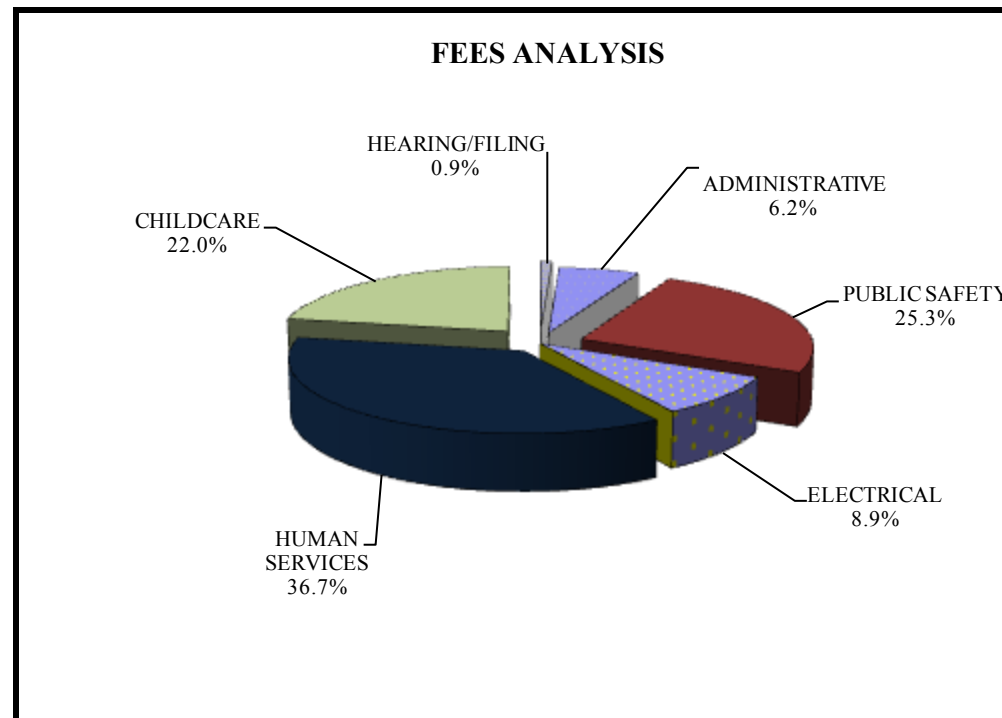


ACTUAL FY10	PROJECTED FY11	BUDGET FY12
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**CHARGES FOR SERVICES**  
- Fees

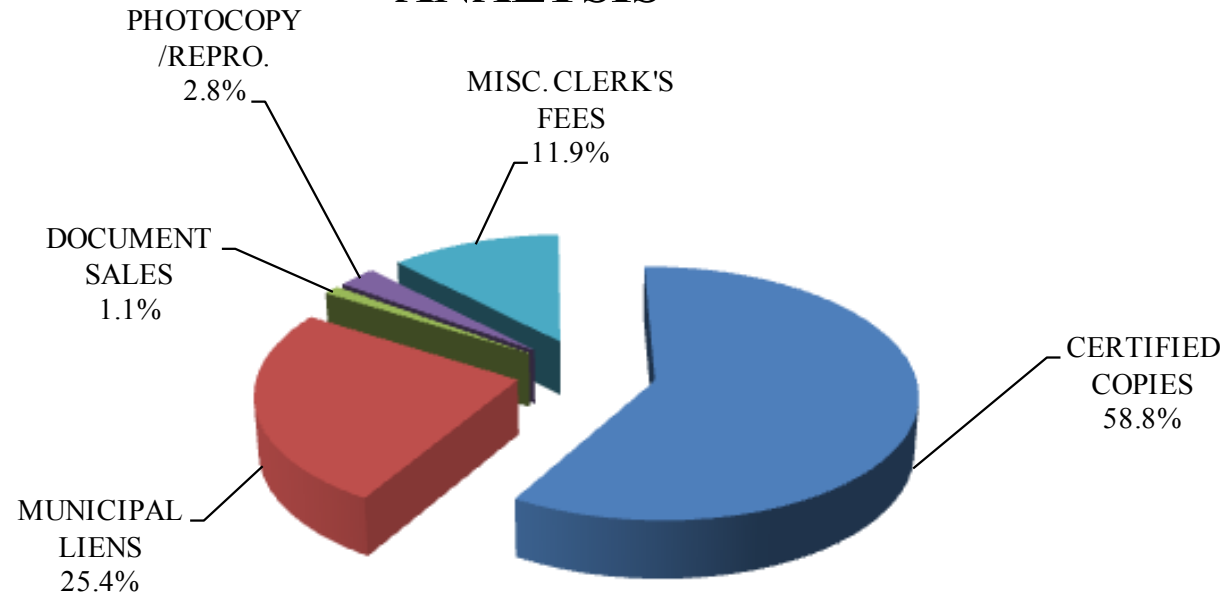
\$361,035	\$347,840	ADMINISTRATIVE \$336,520
\$1,323,635	\$1,402,000	PUBLIC SAFETY \$1,372,000
\$510,793	\$545,000	ELECTRICAL \$485,000
\$2,172,094	\$2,139,115	HUMAN SERVICES \$1,995,975
\$1,261,568	\$1,230,000	CHILDCARE \$1,195,230
\$68,195	\$49,000	HEARING/FILING \$49,000
<u>\$5,697,320</u>	<u>\$5,712,955</u>	<u>\$5,433,725</u>

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



ACTUAL FY10	PROJECTED FY11		BUDGET FY12	CHARGES FOR SERVICES - Fees/Administrative
\$203,306	\$200,000		\$197,500	<b>CERTIFIED COPIES OF DOCUMENTS.</b> The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage and domestic partnership certificates.
\$87,960	\$90,000	CERTIFIED COPIES	\$85,000	
\$9,933	\$6,010	MUNICIPAL LIENS	\$3,750	
\$17,108	\$9,830	DOCUMENT SALES	\$9,270	
\$3,465	\$2,000	PHOTOCOPY/REPRODUCTION	\$1,000	
<u>\$39,263</u>	<u>\$40,000</u>	DOMESTIC PARTNERS	<u>\$40,000</u>	
\$361,035	\$347,840	MISC. CLERK'S FEES	<u>\$336,520</u>	
<p><b>MUNICIPAL LIEN CERTIFICATES.</b> The Finance Department issues a certificate indicating any tax or utility charge outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from \$25 to \$150 depending on the type of property.</p>				
<p><b>DOCUMENT SALES.</b> The Public Works Engineering Division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book.</p>				
<p><b>REPRODUCTION SERVICES.</b> A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge \$5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police \$6,000; Fire \$550; Inspectional Services \$2,500; and License \$220.</p>				
<p><b>DOMESTIC PARTNERS.</b> The City Clerk issues a certificate of Domestic Partnership. The fee is \$25 per certificate for filing domestic partnerships.</p>				
<p><b>MISCELLANEOUS CITY CLERK CHARGES.</b> The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include service and sporting fees, zoning and municipal ordinance fees and the filing fee for a zoning petition.</p>				

## MAJOR ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY10	PROJECTED FY11		BUDGET FY12	CHARGES FOR SERVICES - Fees/Public Safety
\$36,268	\$36,000	SEALING INSPECTION	\$36,000	<p><b>SEALING INSPECTION.</b> In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.</p> <p><b>TOWING SURCHARGE.</b> The City receives \$9.00 of each towing charge paid in the City. The revenue is used to fund the Police Budget.</p>
\$63,414	\$75,000	TOWING SURCHARGE	\$75,000	
\$355,993	\$400,000	POLICE DETAIL SURCHARGE	\$400,000	
\$24,440	\$16,000	AGENCY FEE	\$16,000	
\$0	\$14,000	BOARDING/RAZING FEES	\$20,000	
\$57,153	\$60,000	SMOKE DETECTORS	\$50,000	
\$720,000	\$720,000	RESCUE SERVICE FEES	\$720,000	
\$11,333	\$11,000	INSPECTIONAL DETAILS	\$10,000	
\$55,034	\$70,000	FIRE DETAIL SURCHARGE	\$45,000	
<u>\$1,323,635</u>	<u>\$1,402,000</u>		<u>\$1,372,000</u>	
		<p><b>POLICE DETAIL SURCHARGE.</b> The City receives a 10 percent surcharge for the private use of off-duty police officers. The money derived from the surcharge is used to administer the police detail office.</p> <p><b>AGENCY FEE.</b> This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.</p> <p><b>BOARDING/RAZING FEE.</b> Inspectional Services charges property owners for the boarding up and/or razing of a building.</p> <p><b>SMOKE DETECTORS.</b> A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148.</p> <p><b>RESCUE SERVICE FEES.</b> 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.</p> <p><b>INSPECTIONAL DETAILS.</b> The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.</p> <p><b>FIRE DETAIL SURCHARGE.</b> The City receives a 10 percent surcharge for the private use of off-duty firefighters. The funds derived from the surcharge are used to administer the fire detail program.</p>		

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$149,160	\$145,000	<b>FIRE ALARM BOX CHARGE</b>	<b>\$140,000</b>
\$342,908	\$380,000	<b>SIGNAL MAINTENANCE FEE</b>	<b>\$325,000</b>
<u>\$18,725</u>	<u>\$20,000</u>	<b>CUT-OUT/PLUG-OUT FEE</b>	<u>\$20,000</u>
<b>\$510,793</b>	<b>\$545,000</b>		<b>\$485,000</b>

**CHARGES FOR SERVICES  
- Fees/Electrical**

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

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

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

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$744,894	\$720,000	GOLF COURSE	\$727,975
\$279,411	\$280,000	RECREATIONAL ACTIVITIES	\$220,000
\$20,555	\$20,000	ATHLETIC LEAGUES	\$20,000
\$10,919	\$9,000	SPECIAL NEEDS	\$8,000
\$35,002	\$35,115	SENIOR ACTIVITIES	\$35,000
\$100,140	\$95,000	FIELD PERMITS	\$95,000
\$756,393	\$750,000	COMMUNITY SCHOOLS	\$730,000
\$57,596	\$65,000	YOUTH PROGRAMS	\$30,000
<u>\$167,184</u>	<u>\$165,000</u>	KING OPEN EXTENDED DAY	<u>\$130,000</u>
\$2,172,094	\$2,139,115		\$1,995,975

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

**POOLS.** The Department of Human Service Programs receives revenue for the use of the War Memorial Recreation Center and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of \$0.75 cents per admission. This revenue was combined with recreation activities revenue in FY09. The War Memorial pool and cardio room fee schedule is as follows:

	<u>RESIDENT</u>	<u>NON RESIDENT</u>
per swim (child)	\$ 1.25	\$ 1.25
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 FY12, 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 2011. Not included in the FY12 revenue estimates are Golf Course fees used in the Capital Budget of \$20,000.

	<u>RESIDENT</u>	<u>NON-RESIDENT</u>
weekdays (9 holes)	\$ 20.00	\$ 23.00
weekdays junior/senior (9 holes)	\$ 15.00	n/a
weekdays (18 holes)	\$ 30.00	\$ 33.00
weekends/holidays (9 holes)	\$ 26.00	\$ 26.00
weekends/holidays (18 holes)	\$ 38.00	\$ 38.00
monthly	\$365.00	\$ 545.00
yearly	\$800.00	\$1,175.00
juniors	\$325.00	\$470.00
seniors	\$375.00	\$1,145.00
senior plus	\$530.00	n/a

**RECREATIONAL ACTIVITIES.** The Department of Human Service Programs provides year-round evening adult classes and after-school children’s activities at the War Memorial Recreation Center. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. Not included in the FY12 revenue estimates are recreational activity fees used in the Capital Budget of \$28,000.

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

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

**SENIOR ACTIVITIES.** These funds are generated from ceramic classes, the Walking Club and various other senior recreational/leisure activities. This also includes funds received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging 365 days a year.

**FIELD PERMITS.** A 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 11 community schools throughout the city.

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

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

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	CHARGES FOR SERVICES - Fees/Childcare Tuition
<b>\$1,261,568</b>	<b>\$1,230,000</b>	<b>CHILDCARE TUITION</b>	<b>\$1,195,230</b>	<p><b>CHILDCARE TUITION.</b> 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 FY12 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.</p>
		<u><b>PROGRAM</b></u>	<u><b>FY12 RATE/MO.</b></u>	<u><b>PROJECTED ENROLLMENT</b></u>
		King Pre-School full-time	\$774	34
		King Open Pre-School full time	\$774	16
		Haggerty pre-school (2 days)	\$219	7
			\$269	7
			\$374	10
		East Cambridge Pre-School full-time	\$774	17
		Morse Pre-School full-time	\$774	17
		Peabody Pre-School full-time	\$774	16
All After-School Programs	\$311	170		

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	CHARGES FOR SERVICES - Hearing/Filing Fees
\$36,277	\$20,000	<b>BOARD OF ZONING APPEALS</b> <b>CONSERVATION COMMISSION</b> <b>LICENSE HEARING FEES</b>	\$20,000	<b>BOARD OF ZONING APPEALS.</b> Fees are collected for petitioning the Board of Zoning Appeals for variances, special permits and appeals relating to the Zoning Ordinance.
\$3,068	\$1,500		\$1,500	
<u>\$28,850</u>	<u>\$27,500</u>		<u>\$27,500</u>	
<u>\$68,195</u>	<u>\$49,000</u>		<u>\$49,000</u>	
<p><b>CONSERVATION COMMISSION.</b> Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee, in excess of \$25, is payable to the City. The list of project categories and associated fees can be found at 801 CMR 4.02 (310). 310 CMR 10.03 (7) (c) describes all the activities in each fee category.</p>				
<p><b>LICENSE HEARING FEES.</b> The License Commission charges a hearing and advertising fee of \$175 for all applicants who apply for a hearing before the Commission. There are an estimated 150 hearings per year.</p>				

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**CHARGES FOR SERVICES  
- Other**

\$252,775	\$240,000		\$240,000
\$338	\$200		\$200
\$1,470,916	\$1,407,825		\$1,497,040
\$27,369	\$30,000		\$25,000
\$7,728	\$6,500		\$6,500
<u>\$1,759,126</u>	<u>\$1,684,525</u>		<u>\$1,768,740</u>

**CEMETERY FEES**  
**ANIMAL BOARDING**  
**MUNICIPAL ACCESS FEES**  
**WHITE GOODS**  
**SALE OF COMPOSTING BINS**

**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. These fees are lower than or comparable to similar municipal cemeteries.

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

**MUNICIPAL ACCESS FEE.** The payments to the City are derived through revenues received from Comcast. As Comcast Cable television revenues increase, the municipal access fees received by the City will increase proportionately and are used to support municipal programming.

**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.** The Recycling Division of the Department of Public Works sells home composting bins to residents at a cost of \$50 each.

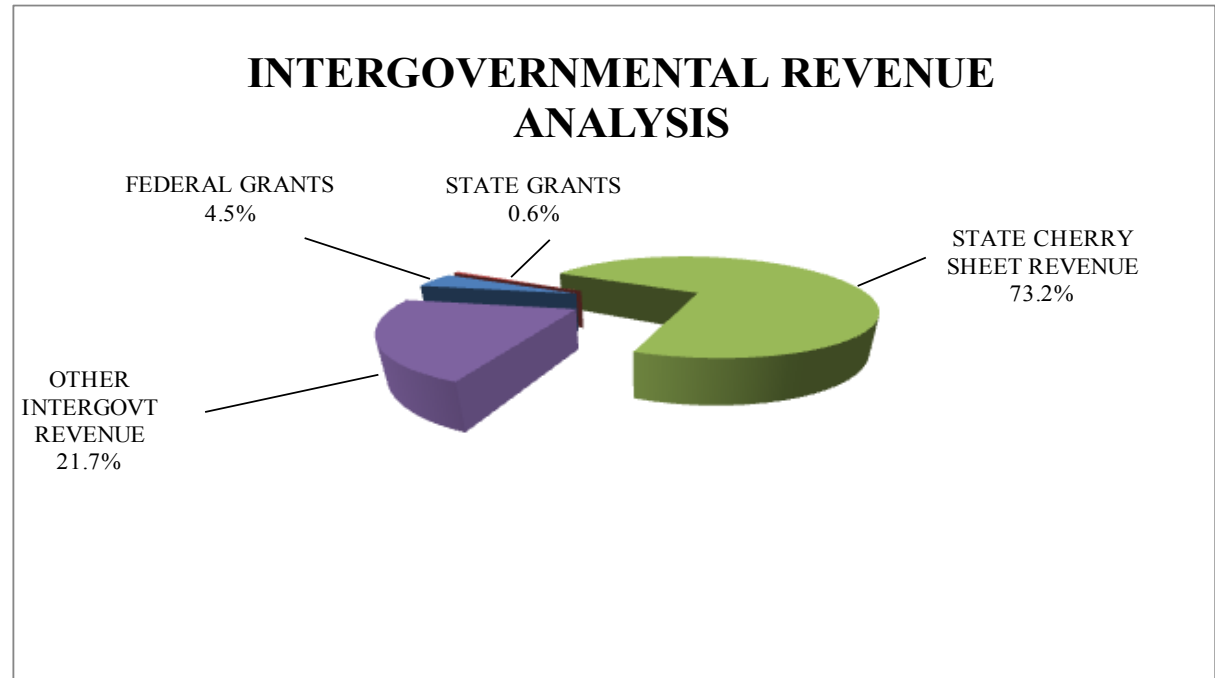
ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$2,916,195	\$3,388,735	FEDERAL GRANTS	\$1,694,860
\$1,442,299	\$1,609,985	STATE GRANTS	\$234,505
\$29,258,465	\$31,631,910	STATE CHERRY SHEET REV.	\$27,622,270
<u>\$8,355,000</u>	<u>\$7,957,845</u>	OTHER INTERGOV. REVENUE	<u>\$8,166,325</u>
\$41,971,959	\$44,588,475		\$37,717,960

**INTERGOVERNMENTAL REV.  
- Summary**

**GRANT FUND.** In FY12, the City will continue to accept, appropriate and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City. However, a

small number of federal and state grants, imperative to the operating budgets of some departments, will be appropriated in the General Fund budget process.

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



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$2,914,395	\$3,387,835		
<u>\$1,800</u>	<u>\$900</u>	<b>COM. DEV. BLOCK GRANT</b>	<b>\$1,693,960</b>
<u>\$2,916,195</u>	<u>\$3,388,735</u>	<b>VETERANS' REIMBURSEMENT</b>	<u>\$900</u>
			<b>\$1,694,860</b>

**INTERGOVERNMENTAL REV.  
- Federal Grants**

**FEDERAL GRANTS.** The following federal grants will be appropriated in the FY12 General Fund budget process. All other federal grants will be accepted and appropriated individually by the City Council upon receipt of the grant award notice to the City.

**COMMUNITY DEVELOPMENT BLOCK GRANT.** The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing decent housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY12 allocation of the CDBG fund is as follows: Community Development, \$1,193,100; Department of Human Service Programs, \$495,860; and Historical Commission, \$5,000. The FY12 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$1,355,090. This total allocation reflects an estimated 10% reduction from FY11, which is subject to change based on the final implementation of Federal Budget reductions.

**VETERANS' GRANT.** In FY12, 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, which can vary.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$187,241	\$27,075	<b>ADDITIONAL VOTING HOURS</b>	\$27,075
\$68,534	\$50,000	<b>REIMB/NON-CONTRIB PENSIONS</b>	\$50,000
\$50,000	\$50,000	<b>CONSUMERS' COUNCIL GRANT</b>	\$54,000
\$1,121,804	\$1,472,610	<b>STATE MWPAT SUBSIDY</b>	\$94,030
<u>\$14,720</u>	<u>\$10,300</u>	<b>MASS. CULTURAL COUNCIL</b>	<u>\$9,400</u>
<b>\$1,442,299</b>	<b>\$1,609,985</b>		<b>\$234,505</b>

**INTERGOVERNMENTAL REV.  
- State Grants**

**STATE GRANTS.** The following state grants will be appropriated in the General Fund in FY12. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.

**ADDITIONAL VOTING HOURS.**  
The state does not fund extended Hours

for the Municipal Election. However, the state will fund extended voting hours for the March 2012 residential Primary 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 9 sewer and 1 water loans. This number will decrease to 3 and 0, respectively, in FY12. The subsidies on the sewer loans cover approximately 17% of the FY12 debt service costs. These subsidies are scheduled to decrease from \$1,472,610 in FY11 to \$94,030 in FY12 due to the decrease in the balances of the existing loans.

**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 FY12 Budget amount reflects a small reduction.

ACTUAL FY10	PROJECTED FY11		BYDGET FY12
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**INTERGOVERNMENTAL REV.  
- State Cherry Sheet Revenue**

\$28,058,169	\$26,767,660	<b>SCHOOL/LOCAL AID (UGGA)</b>	<b>\$25,499,990</b>
\$554,079	\$3,995,215	<b>EDUCATION REIMBURSEMENT</b>	<b>\$1,228,925</b>
\$646,217	\$869,035	<b>GEN. GOVT REIMB/DISTRIB</b>	<b>\$893,355</b>
<u>\$29,258,465</u>	<u>\$31,631,910</u>		<u>\$27,622,270</u>

**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 \$1,267,670 less in FY12 than it did in FY11 for the two major local aid categories, for a total of \$25,499,990. However, there are additional net decreases in other state aid categories equaling \$2,741,970, which bring the total decrease to \$4,009,640 for FY12. The primary reduction is \$2,771,885 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. Total Cherry Sheet revenues represent 5.8% of the total FY12 Operating Budget.

<u>DEPARTMENT</u>	<u>FY12</u>	<u>DEPARTMENT</u>	<u>FY12</u>
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	507,185
Police	966,595	School Department	21,604,945
		Cherry Sheet Assessments	<u>1,199,430</u>
		<b>TOTAL</b>	<b>\$27,622,270</b>



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**STATE CHERRY SHEET REV.  
- School/Local Aid**

\$9,130,367	\$8,596,970	<b>SCHOOL AID/CHAPTER 70 UNRESTRICTED GENERAL GVT. AID /LOCAL AID</b>	\$8,643,120
<u>\$18,927,802</u>	<u>\$18,170,690</u>		<u>\$16,856,870</u>
<u>\$28,058,169</u>	<u>\$26,767,660</u>		<u>\$25,499,990</u>
<p><b>UNRESTRICTED GENERAL GVT. AID /LOCAL AID.</b> 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 FY12, a decrease of \$1,313,820.</p> <p>The City is estimating it will receive \$1,267,670 less in FY12 than it did in FY11 for these two major local aid categories. These two local aid categories represent 5.4% of the total Operating Budget.</p> <p>Approximately 77% (\$12,932,330) of UGGA supports the School Budget.</p>			

**SCHOOL AID.** In FY12, the City anticipates receiving \$8,643,120 in Chapter 70 school aid. This is based on a preliminary State budget estimate that includes an increase of \$46,150 in FY12 for Chapter 70 School Aid.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$28,135	\$23,900	<b>SCHOOL LUNCH PROGRAM CHARTER SCHOOL TUITION REIMBURSEMENT</b>	\$29,495
<u>\$525,944</u>	<u>\$3,971,315</u>		<u>\$1,199,430</u>
\$554,079	\$3,995,215		<u>\$1,228,925</u>

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

**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 five-year period at a declining rate of 100%, 25%, 25%, 25%, 25% and then zero for students attending charter schools. The FY12 reimbursement amount is estimated to decrease by \$2,771,885.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**STATE CHERRY SHEET REV.  
- General Governmental  
Reimbursement/Distribution**

<p>\$86,903 \$227,221 \$277,375 <u>\$54,718</u> \$646,217</p>	<p>\$88,685 \$107,510 \$495,160 <u>\$177,680</u> \$869,035</p>	<p style="text-align: center;"><b>LIBRARY AID</b></p> <p><b>POLICE CAREER INCENTIVE</b></p> <p style="text-align: center;"><b>VETERANS' BENEFITS</b></p> <p><b>REAL ESTATE ABATEMENTS</b></p> <p>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.</p> <p><b>POLICE CAREER INCENTIVE.</b> Under MGL, Chapter 41, members of participating police departments receive a salary increase predicated on the amount of college credits earned towards a law enforcement degree. The Commonwealth will reimburse the City for one-half of this salary increase. Under the revised law, officers will be awarded a 10 percent increase in their base pay for an associate's degree, a 20 percent increase for a bachelor's degree and 25 percent increase for a master's degree. This revenue is estimated to increase by \$2,480 in FY12.</p> <p><b>VETERANS' BENEFITS AND AID TO DEPENDENTS OF VETERANS.</b> 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 \$12,025 in FY12 based on an increase in applications.</p> <p><b>REAL ESTATE ABATEMENTS.</b> 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.</p>	<p>\$95,230 \$109,990 \$507,185 <u>\$180,950</u> \$893,355</p>
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**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

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 2011. Each year, this base amount is increased by the cost of living. This amount can be increased to as much as double, depending upon the tax increase experienced by the applicant from the prior fiscal year. Clause 37A provides an abatement of \$500 for a legally blind person which can be increased to a maximum of \$1,000, depending upon the tax increase over the prior year. Again, the State reimburses the City for abatement amounts up to the base amounts of the exemptions.

In 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 Clause 41C, persons over age 65 with yearly maximum earnings of \$23,061 for a single person or \$34,592 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 \$46,122, or married, in excess of \$63,418, 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 FY10	PROJECTED FY11		BUDGET FY12	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
\$1,375,805	\$900,000	<b>MEDICAID REIMBURSEMENT CAMBRIDGE HEALTH ALLIANCE</b>	\$900,000	<b>SCHOOL MEDICAID REIM- BURSEMENT.</b> This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students.
<u>\$6,979,195</u>	<u>\$7,057,845</u>		<u>\$7,266,325</u>	
<u>\$8,355,000</u>	<u>\$7,957,845</u>		<u>\$8,166,325</u>	
<p><b>CAMBRIDGE HEALTH ALLIANCE.</b> Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. This category includes the fourth debt payment for the construction of the new ambulatory care center. Reimbursement for its share of contributory retirement system costs is budgeted in the Employee Benefits Department. The detail distribution is: Employee Benefits, \$5,293,825; and Debt Service, \$1,972,500.</p>				

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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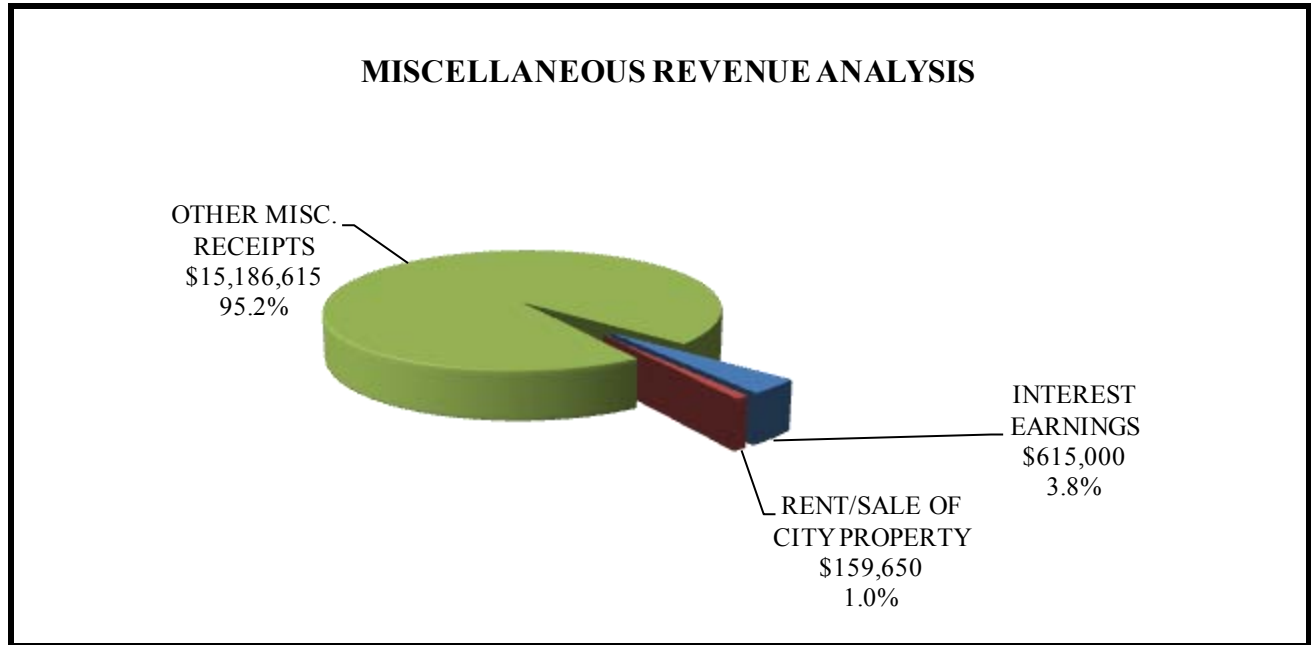
**MISCELLANEOUS REVENUES  
- Summary**

\$967,663	\$605,000	INTEREST EARNINGS	\$615,000
\$155,981	\$169,060	RENT/SALE OF CITY PROPERTY	\$159,650
\$0	\$0	FREE CASH	\$0
<u>\$18,598,671</u>	<u>\$17,511,325</u>	OTHER MISC. RECEIPTS	<u>\$15,186,615</u>
\$19,722,315	\$18,285,385		\$15,961,265

**MISCELLANEOUS REVENUES.**

The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments, rental income from City property and transfers from non-

operating budget funds comprise the bulk of revenues in this category. Miscellaneous revenues total 3.4% of the FY12 General Fund budget.



ACTUAL FY10	PROJECTED FY11		BUDGET FY12	MISCELLANEOUS REVENUES - Interest Earnings
<b>\$967,663</b>	<b>\$605,000</b>	<b>INTEREST EARNINGS</b>	<b>\$615,000</b>	<p><b>INTEREST EARNINGS.</b> The City regularly invests temporarily idle cash and receives interest on these investments. Interest rates and interest earnings are subject to market conditions. Interest from the Parking Fund is included in the above estimate, but interest received from trust and agency fund investments are not included. Also included is interest on perpetual care funds. A person purchasing a lot in the Cambridge Cemetery may make a perpetual care contribution.</p> <p>General Fund interest earnings of \$500,000 have been included in the FY12 Budget, which is a decrease of \$370,000. In addition to this amount, \$75,000 in interest earnings from the Parking Fund, which reflects a \$25,000 decrease and \$40,000 from interest on perpetual care accounts have been budgeted in FY12.</p> <p>Total interest earnings are budgeted at \$615,000 in FY12. Interest rates have steadily declined during FY11 and, therefore, interest earnings have been budgeted conservatively. If interest rates increase slightly during the fiscal year the City will be able to generate additional revenue from this source.</p> <p>Interest income is used to offset expenditures in: Finance (\$500,000); Community Development (\$75,000); and Public Works (\$40,000).</p>



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$86,558	\$78,560	<b>RENT OF CITY PROPERTY</b>	\$79,150
<u>\$69,423</u>	<u>\$90,500</u>	<b>SALE OF CITY PROPERTY</b>	<u>\$80,500</u>
<b>\$155,981</b>	<b>\$169,060</b>		<b>\$159,650</b>
		<p><b>SALE OF CITY PROPERTY.</b> Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is \$1,250. Revenue from this source is \$80,000 per year, which is used to support the operation and maintenance of the cemetery.</p>	
		<p>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 FY12 revenue estimate is \$500.</p>	

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

**RENT OF CITY PROPERTY.** In FY12, the City will receive \$79,150 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.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	MISCELLANEOUS REVENUES - Free Cash
<b>\$0</b>	<b>\$0</b>	<b>FREE CASH</b>	<b>\$0</b>	<p data-bbox="1465 191 1942 219"><b>APPROPRIATING FREE CASH.</b></p> <p data-bbox="1465 228 1942 293">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.</p> <p data-bbox="625 545 1942 711">It is estimated that the City will again use \$9.0 million in Free Cash in FY12, as it did in FY11, to lower the property tax levy increase. This is consistent with the City’s financial plan. It is projected that the \$9.0 million in Free Cash used in FY11 will be replenished. The City is hopeful that all or a portion of the additional \$3.8 million in Free Cash, which has been used in FY11 for one-time capital and operating budget items, will also be replenished.</p> <p data-bbox="625 756 1942 889">The Department of Revenue certifies Free Cash each fall. Therefore, Free Cash is not directly shown in the FY12 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.</p>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$13,141	\$4,500	ROYALTIES	\$4,500
\$6,750,000	\$7,000,000	CLAIMS TRUST TRANSFER	\$7,300,000
\$8,000,000	\$8,300,000	DEBT STABILIZATION TRANSFER	\$5,000,000
		SCHOOL STABILIZATION FUND	
\$2,795,770	\$1,198,615	TRANSFER	\$632,470
\$300,000	\$300,000	TEACHER RETIREMENT TRANSFER	\$1,600,000
\$40,269	\$39,025	SECTION 108 LOAN PAYMENT	\$42,645
\$30,000	\$30,000	TRAFFIC MITIGATION FUNDS	\$30,000
\$29,011	\$18,000	TRAFFIC KNOCKDOWN	\$15,000
\$140,063	\$115,000	RECYCLING	\$20,000
\$81,132	\$84,885	BUS SHELTER ADVERTISING	\$75,000
\$95,780	\$93,000	OVERTIME REIMBURSEMENT	\$84,000
\$53,172	\$78,300	MISC. REIMBURSEMENT	\$133,000
<u>\$270,333</u>	<u>\$250,000</u>	SCHOOL HOMELESS BUS REIMB.	<u>\$250,000</u>
\$18,598,671	\$17,511,325		\$15,186,615

**MISCELLANEOUS REVENUES  
- Other Miscellaneous Revenue**

**ROYALTIES.** The Historical Commission offsets expenditures with income and royalties received from sales of its publications to members of the public and to book stores. Income is also earned from fees for historical research and color consultations, the sale of photographic prints from the archives, and photocopying. The amount budgeted in FY12 reflects diminishing sales of a new publication, "World War II and the Home Front."

**CLAIMS TRUST TRANSFER.** In an effort to lessen the impact of Employee Benefit increases on the property tax levy, \$7,300,000 in employee contribu-

tions 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 \$300,000 in FY12 reflects the increase in employee contributions from non-union and unionized employees.

**DEBT STABILIZATION TRANSFER.** In FY12, \$5,000,000 in Stabilization Funds is being used, which is a decrease of \$3.3 million as a revenue source to offset increases in debt service costs, based on our five-year financial plan. This planned use of reserves, which began in 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 is estimated to be \$5.2 million as of June 30, 2011.

**SCHOOL STABILIZATION TRANSFER.** In FY12, \$632,470 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 \$6.1 million as of June 30, 2011.

**TEACHER RETIREMENT TRANSFER.** Every two years, the City performs an actuarial study to determine the level of yearly contributions needed to fully fund the Pension System's actuarial accrued liability, as required by the Commonwealth of Massachusetts. The revised funding schedule assumes the normal yearly budgeted contribution as part of the General Fund Budget and an annual \$300,000 transfer from the Teachers Retirement Agency Fund. The City receives more than this amount yearly from reimbursements from the Massachusetts Teachers Retirement Board which are deposited into this agency fund. The Teacher Retirement Fund Transfer has been increased to \$1.6 million in FY12, which utilizes the available fund balance, to cover a portion of a one-time allocation of \$2.0 million to fund the accrued liability, based on the revised funding schedule. This one-time allocation in addition to the annual \$300,000 additional payment, will allow the City to fund its unfunded pension liability by 2029.

**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 2011 and February 2012, which are higher than previous years due to the City taking advantage of a refinancing opportunity through HUD to lower interest payment costs.

**TRAFFIC MITIGATION FUNDS.** The New England Development Company and their subsidiaries 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 FY12 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.

**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

<b>FY10 ACTUAL</b>	<b>FY11 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
\$499,850	\$534,485	Office of the Mayor	\$587,235
\$1,842,665	\$1,991,710	Executive	\$1,999,890
\$1,413,025	\$1,503,250	City Council	\$1,602,960
\$893,705	\$946,235	City Clerk	\$964,540
\$2,687,530	\$2,016,075	Law Department	\$2,112,790
\$11,185,095	\$11,612,815	Finance	\$12,046,005
\$20,873,575	\$23,195,285	Employee Benefits	\$30,922,965
\$754,805	\$826,860	General Services	\$739,215
\$1,024,605	\$886,400	Election Commission	\$1,062,480
\$746,555	\$754,150	Public Celebrations	\$791,445
<u>\$0</u>	<u>\$0</u>	Reserve	<u>\$37,500</u>
<b>\$41,921,410</b>	<b>\$44,267,265</b>		<b>\$52,867,025</b>

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
Taxes	\$35,801,240
Charges For Services	\$838,200
Licenses and Permits	\$52,300
Fines & Forfeits	\$316,500
Intergovernmental Revenue	\$6,458,785
Miscellaneous Revenue	<u>\$9,400,000</u>
	<b>\$52,867,025</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
<p>\$401,850 \$19,715 \$72,760 <u>\$5,525</u> \$499,850</p>	<p>\$442,775 \$19,725 \$68,485 <u>\$3,500</u> \$534,485</p>	<p style="text-align: center;"><b>ADMINISTRATION</b> <b>GOVERNMENTAL RELATIONS</b> <b>CEREMONIAL FUNCTIONS</b> <b>COMMUNITY LEADERSHIP</b></p>	<p>\$481,675 \$29,500 \$70,500 <u>\$5,560</u> \$587,235</p>

**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 to address concerns regarding city government and municipal services. Offering the public immediate assistance with such inquiries is a priority of the Mayor and his 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’s Office is an important hub of governmental leadership in Cambridge. The Mayor, Vice-Mayor and the 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 his active engagement in and awareness of current issues and trends facing municipalities. The Mayor is involved with the 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 hosts a variety of ceremonial and public events. The two largest events are for our 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. Each occasion celebrates Cambridge’s diversity and the rich heritage of the city’s many groups.

**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 exchange between the City of Cambridge and several cities around the world.

**FY12 GOALS:**

**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, ensure that the needs of our Special Education students are met and that all students are being challenged to fulfill their academic potential.

**Support Planning for Excellence in the Upper School Years:** The Mayor's Office will support the work and the community building activities of the Cambridge Public Schools in an effort to engage a broad, representative cross section of the community during the implementation planning phase of the Innovation Agenda.

**Facilitate Efforts for Planning the Structural Changes to Our School Facilities:** In collaboration with the City Manager's Office and the Cambridge Public Schools' Superintendent and Chief Operating Officer, the Office of the Mayor will work on developing a comprehensive capital facilities plan that will support the structural changes identified in the Innovation Agenda.

**Revitalize Relationship Between the Cambridge Public Schools and the Business Community:** The Mayor's Office will continue to formalize relationships between the Cambridge business and academic communities and the Cambridge Public Schools.

**Support Collaboration Among City Agencies that Support Children and Families:** Through the continued work of the Kids' Council and the implementation of the Kids' Council Strategic Plan, the Mayor's Office will support the effort to increase collaboration between city agencies and community based organizations to improve the lives of children and families in Cambridge.

**Cambridge Public School Mini-Grants for the "Let's Move Campaign:"** The Mayor's Office will collaborate with the Cambridge Public Schools to provide mini-grants to support the health and wellness of children and promote the "Let's Move Cambridge Campaign."

**Plan for BIO International Convention 2012:** The Mayor's Office will assist with the planning process to promote the City of Cambridge at the June 2012 BIO International Convention being held in Boston, by fostering

partnerships between the City, the Massachusetts Biotech Council and partners of interest.

**Encourage Efforts to Promote Patronizing Cambridge Businesses:** The Mayor’s Office will continue to work with local leaders in the business community and relevant agencies to promote programs that encourage residents and visitors to shop at Cambridge businesses.

**Work to Promote 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 promote awareness of how Cambridge can prepare for the aging of our population and to become a community that is good to grow up, live and grow old in.

**Provide Staff Support for Mayor’s Blue Ribbon Committees:** The Mayor may create, from time to time, Special Committees to deal with or to address emerging needs or concerns of the City. The Office of the Mayor will continue to provide staff support for such committees.

**Continue to Support the GLBT Commission:** The Office of the Mayor will continue to support the work of the GLBT Commission and the work they do to promote a safer and more inclusive community. The Mayor's Office will continue to work and support the Commission on the ‘Seniors in Housing and Health Care’ Project.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$555,235</b>
Real Estate Taxes	\$501,835	
Hotel/Motel Excise Tax	\$53,400	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$32,000</b>
State Cherry Sheet Revenue	\$32,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$587,235</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$446,605</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$111,130</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$29,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$587,235</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>5</b>	<b>5</b>	<b>5</b>



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$1,223,780	\$1,306,615	<b>LEADERSHIP</b>	\$1,305,145
\$355,000	\$407,700	<b>TOURISM</b>	\$407,700
\$157,935	\$165,175	<b>PUBLIC INFORMATION OFFICER</b>	\$167,740
\$103,065	\$107,020	<b>AFFIRMATIVE ACTION</b>	\$109,305
		<b>EMPLOYEES' COMMITTEE ON</b>	
		<b>DIVERSITY</b>	
<u>\$2,885</u>	<u>\$5,200</u>		<u>\$10,000</u>
<b>\$1,842,665</b>	<b>\$1,991,710</b>		<b>\$1,999,890</b>

**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.

**FY11 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 Objectives and Goals 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, 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, the City Manager's Office has developed a budget that will ensure 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 30 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 \$46.2 million in General Obligation bonds, which took place on February 15, 2011. The City received a true interest cost of 3.21%. 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 crisis and the fiscal distress of US local governments.
- Responsible for Project Management of significant new public construction projects, including the ongoing phased renovations to the CRLS buildings, which began in June 2009 and for which completion is anticipated in late summer 2011.
- Participate in the ongoing negotiation of the new cable television license with Comcast.
- Continued participation, in cooperation with chief executives from neighboring communities, as a member of the Metropolitan Mayor's Organization, in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption and group health insurance.
- Worked with City departments on planning and design for reuse of the old Police Station at 5 Western Avenue, which will include space for the Community Learning Center and the Multi Service Center. This project involves an innovative partnership with the Cambridge Housing Authority to relocate their offices under a long-term lease, in exchange for their significant contribution to the rehabilitation of the facility.
- 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.
- Following a request for proposals and interview process, hired an urban planning team to assess Kendall Square and Central Square 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 15th Annual Danehy Park Family Day in September 2010. 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, WGBH, the Museum of Science and others, with support services provided by a number of City departments, in the development and production of the Fifth Annual Cambridge Science Festival, a celebration and exploration of science and technology and their impacts on our lives, which took place over nine days in April and May 2011 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 Fourth 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.
- Coordinated the Sixth Annual Fresh Pond Stewardship Awards in November, recognizing two people with long histories of involvement with and concern for the City's watershed, the environment at Fresh Pond and native flora and fauna.

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 identifying a permanent home for the Community Learning Center, as part of the extensive renovations to the Old Police Station, and long term capital planning for the eventual renovations to elementary schools, as identified by CPS's assessment of current conditions and future needs. DHSP's recently initiated Baby University program, modeled after the Harlem Children Zone's "Baby College," has completed its third program cycle, as just part of a concerted effort to increase the percentage of children entering kindergarten with the necessary skills for them to be ready to learn.

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, a plan for Aging in Community has been developed, encompassing a range of City programs providing support to elders and their caregivers,

consistent with the Council's goal. The Office of Affirmative Action (OAA), funded through the City Manager's budget and working in conjunction with the Personnel Department, assisted City Departments with updating a plan, with measurable hiring goals, to increase diversity in the city workforce. 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 18th 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. The ECOD completed a survey of City employees' interests in programs reflecting the diversity of the city work force, prepared and distributed a brochure regarding programming ECOD had provided in the recent past, and used this material to recruit new members and welcome new employees. 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. These included a series of events pertaining to Haiti and its struggles to address the challenges presented by the earthquake in January 2010.
- OAA collaborated with Personnel, Police and the Commonwealth of Massachusetts, Human Resources Division to promote the Municipal entry-level Police Officer Exam, launching a recruitment campaign targeting Cambridge residents and under-represented protected classes. In collaboration with the Personnel and Police Departments, the OAA provided classroom preparation free to all Cambridge resident applicants. In one of the City's most successful campaigns 128 applications were logged in. Of those applications, 50% were from people of color and 28% were from women, all Cambridge residents. The U.S Census Bureau reports that a successful recruitment campaign for Cambridge would expect to yield 27% of the applications from people of color and 9.1% from female applicants. In a time when application fees have increased dramatically and opportunities across the Commonwealth are limited, the City of Cambridge is fortunate to continue to attract such a large and diverse pool of applicants.

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.

- Through an extensive community design process, completed redesign of the Western Avenue streetscape to better accommodate all modes of travel. Worked with state officials to improve bicycle and pedestrian conditions on the Charles River bridges. Represented Cambridge's interests in the ongoing planning process for the Green Line extension in East Cambridge.
- Constructed traffic calming projects at Brattle, Middlesex, Cushing and Elm Streets and around the Main

Library. Began working with the community on traffic calming for Waterhouse Street, Scott/Irving Streets, Huron Avenue and the Locke Street area.

- Installed parking for 150 bicycles, and continued a program to improve conditions for cyclists, pedestrians and transit users, including bicycle wayfinding, bike fix-it stations, bus shelters and bike sharing.
- Supported the Police Department's transition to deploying resources via a blended approach to reducing crime, through proactive crime prevention, enhanced communication and collaborative partnerships. This approach includes deployment of more foot patrol and bicycle patrol officers, providing an increased presence throughout the city, in support of the CPD's ongoing community policing efforts. This approach includes continuance of CPD's "Safe Parks" initiative during warmer weather months, wherein bike patrol officers attend a variety of community events with Cambridge youth, including summer sports leagues and camp programs, enhancing communication with youth, their parents and neighbors.
- Support CPD's efforts to reduce motor vehicle accidents through strategic impact traffic enforcement at high incident accident locations, which effort resulted in a significant decrease in accidents at the identified locations, as compared to the prior eight year period.

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:

- Dedicated the newly constructed 12,000 square foot fenced off-leash dog run at Danehy Park.
- Received certification from the United States Green Building Council that three newly constructed municipal buildings (Main Library, Sheila Doyle Russell West Cambridge Youth & Community Center and Robert W. Healy Public Safety Facility) had obtained LEED Silver Certification. LEED is an internationally recognized green building certification system, providing third-party verification that a building was designed and built using strategies aimed at improving performance across all the metrics that matter most: energy savings, water efficiency, CO<sub>2</sub> emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.
- Cambridge was recognized by the Massachusetts Department of Conservation and Recreation for the 18th year in a row as a Tree City USA. Cambridge was also awarded the Tree City USA Growth Award for the third consecutive year, 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.
- Participated in the Open Space Committee, which reviews open space needs and provides long term

planning for improving and acquiring open space throughout the city.

- Developed a report reflecting the collaborative efforts of the Healthy Parks and Playgrounds Task Force, which included representatives from a variety of City departments, specialists in public health, education, playground design and childhood development. The Task Force reviewed the City's approach to design of play spaces throughout the City and made recommendations for future approaches to the design and use of these public spaces. A series of public meetings were presented throughout the city to explain the work of the Task Force and its recommendations.
- Completed construction of a stormwater improvement project associated with North Pond within Fresh Pond Reservation, using \$200,000 in Community Preservation Act (CPA) Open Space funds. All areas which had been eroded by stormwater runoff were re-vegetated and the adverse impacts of the runoff were mitigated by low impact designs.
- Supported DPW in its efforts to increase energy efficiency in City and Public School buildings, including replacement of light fixtures, installation of occupancy sensors and high efficiency HVAC systems in various locations and installation of photovoltaic arrays at CRLS.
- Funded the purchase of 14,000 recycling totes, which were delivered by the DPW to residents throughout the City in an effort to increase single stream recycling and reduce waste.
- Implemented a pilot LED streetlight replacement project on Inman Street and solicited public input in response to the new lighting.
- Supported the Water Department's extensive energy audit of all systems involved in the water treatment process, pumping and the efficiency of all of its building systems, in order to identify priority projects for energy efficiency upgrades.
- Supported CDD's work in response to Cambridge's selection as one of eight cities in the US to pilot the ICLEI-Local Governments for Sustainability Program, to help communities adapt to climate change. Began the process of assessing the city's vulnerability to climate disruption, including impacts of heavier precipitation and more severe storms, sea level rise and hotter summers.
- Worked with the Cambridge Energy Alliance (CEA) to promote energy audits and efficiency measures available through NStar, with \$250,000 in funding from a federal Energy Efficiency Block Grant (EECBG) for outreach to businesses and residents, with an emphasis on low income households.

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

and open space preservation under the CPA. With the latest appropriation for FY11 of \$9.55 million in CPA funds, the City has been able to appropriate/reserve \$101.7 million in CPA funds, of which approximately \$38.6 million was derived from state matching funds.

- Worked with the Affordable Housing Trust to: fund the creation and preservation of 369 homeownership and rental units, including new projects on Putnam, Sidney and Cambridge Streets, and the preservation of Inman Square and CAST 2 Apartments as affordable housing; provide financial backing for the first-time homebuyer Financial Assistance Program; provide funding support for rehabilitation of the city's rental housing stock; preserve the affordability of expiring use properties; and provide policy support for the Inclusionary Zoning Ordinance.

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 reviewing successful nightlife campaigns in other cities, focusing on zoning opportunities for sustaining and expanding ground floor retail, and ongoing recommendations in neighborhood studies regarding desired and appropriate retail mixes for the neighborhoods. 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.

- The Cambridge Office for Tourism (COT) purchased a Cambridge section on Trip Advisor, currently 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.
- COT made additions and improvements to its website which allows it to be more interactive and user friendly, integrates connections with Twitter and Facebook, and enables more mobile tourism from the site. Also developed a mobile website that will be compatible with smart phones and handheld devices.
- In coordination with the City, COT implemented a new software system called Trumba that allows for one central calendar of all events to be on the Tourism and City websites.
- COT expanded Cambridge's presence through leadership in Greater Boston tourism efforts, which offer incomparable networking opportunities. COT's Director served 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 hosted the second annual kickoff events for the August 2010 and March 2011 Restaurant Weeks, which included over 22 Cambridge participants.
- COT participated in the Corporate and Incentive Travel (C&IT) Agency Forum in London with the GBCVB. The International Congress & Convention Association (ICCA) again named Boston/Cambridge the Top US Destination for Int'l Assn. 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 and mailed the *CityView* newsletter to over 49,000 Cambridge households in November and May, and distributed it to over 2,000 City employees.
- Produced the 2010-11 edition of *The Cambridge Life Magazine & City Resource Guide*.
- Produced the FY10 City of Cambridge Annual Report.
- Managed and posted daily information on the City Website home page, keeping content fresh and updated. This home page information is also sent out weekly to *Cambridge E-Line* subscribers.
- Maintained and posted information regularly on the City’s Intranet site, *Common Ground*, to help keep employees informed.
- Produced the weekly PIO Update e-mail newsletter to City employees.
- Supported the IT Department in the rollout of the new City Website based on the Sitecore Content Management System. Assisted departments in navigating and posting news and information on the new system.
- Provided ongoing support to City departments requesting publicity assistance, Website postings and online Website calendar assistance.

**FY12 GOALS**

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of requests tracked in automated complaint system	615	675	600	600
2. Number of requests resolved	533	600	550	550
3. Number of requests outstanding	82	75	50	50

- *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 over 2,300 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 construction of the CRLS Renovation project.*
- *GOAL 7: Oversee the development of a feasibility and planning process, including designer selection, for the elementary school renovation initiative.*

## **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 and produces sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge.

As COT begins its 16<sup>th</sup> year, the tourism industry is beginning to feel some relief from the economic distress of the past few years. The hotel room's tax indicates a strong resurgence through the first two quarters of FY11. Hoteliers are optimistic, however, there remains a cautious atmosphere as there are many factors—such as the tumultuous events that are unfolding in the Middle East and North Africa, or any future acts of terrorism—that may adversely affect the US economy. Restaurants continue to confront the downturn of corporate functions, leisure tourism and special events, and they were particularly affected with the extraordinary winter weather that kept their clientele away in January. The hotels and restaurants experienced an increase in local options and meals taxes, and the City of Cambridge took the unprecedented action of designating a portion of those taxes to COT to be used in extra marketing programs that would specifically benefit Cambridge hotels and restaurants. To that end, COT purchased a page on Trip Advisor, one of the premier online travel sites. 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 featuring events happening in the City with photos and video postings.

Additionally, enhancements to the tourism Web site ([www.cambridge-usa.org](http://www.cambridge-usa.org)) were a major concentration for FY11. Plans to update the capabilities and technology to keep the site current are nearing completion. In partnership with the City of Cambridge, COT also implemented a new software system called Trumba that allows for one central calendar of all events to be on the Tourism and City Web sites. The system is much more user-friendly and allows the public to submit events on an online form, for approval by COT and/or the City of Cambridge, for inclusion on the calendar. Further updates to the Web site include adding a Group Tour section and a Wedding section to benefit the hotels that can accommodate these market segments; adding a “Best Of” section to showcase the many awards that the hotels and restaurants receive each year from various publications; and developing a mobile version of the entire Web site for use on hand held devices and smart phones. Traffic reports show a rise in the use of hand held devices using the site to download information about restaurants, events and attractions. COT has also managed to integrate more advertising into our Website in order to generate more income, however sales have been sluggish due to the economy.

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 FY12. These funds enable the COT to promote Cambridge hotels, restaurants and attractions to the corporate and association meeting planners. The tourism office continues to pursue the international meetings market, whose interest in the United States hinges on the Euro remaining strong against the USD. This year COT participated with the Greater Boston Convention and Visitors Bureau (GBCVB) in a direct sales effort in London, the Corporate & Incentive Travel (C&IT) Agency Forum. While the international market appears to be on the rise, with a 2.2% increase over last year, travel security and safety remain concerns. Other factors may affect future bookings, as well. The Pharmaceutical and Medical Device Law that went into effect on July 1, 2009 impacted the meetings business in Boston/Cambridge, but the international planners that we encountered in London were quite impressed by the proactive steps that the GBCVB has taken to address any concerns they had surrounding the new legislation. The International Congress and Convention Association (ICCA) again named Boston/Cambridge the Top US Destination for International Association Meetings. COT will be participating with the GBCVB in IMEX America, an international trade show that will be in the US for the first time in October 2011.

This year, Cambridge Office for Tourism hosted its second annual official Kick-Off press event for the August Restaurant Week on the patio of Dante at The Royal Sonesta Hotel. The GBCVB created this event in Boston ten years ago, and it has steadily gained popularity. This year there were 22 participating Cambridge restaurants, and the event received considerable press for Cambridge restaurants. Cambridge continues to show its ongoing support for Restaurant Week.

The Executive Director of the Cambridge Office for Tourism served as co-chair of the Communications Subcommittee for the Red Ribbon Commission on the Delights and Concerns of Central Square. This committee

continues to meet to discuss the future evolution of Central Square and how to facilitate its marketing efforts. The Executive Director also continues to serve on the board for SKAL International Boston, an international organization for top executives in the field of travel and tourism. Additionally, she serves on the Executive and Nominating Committees of the GBCVB Board of Directors, and as a Board member for the Cambridge Chamber of Commerce. These affiliations offer incomparable networking opportunities and exposure for COT. As a longtime member of the Cambridge Hotel Association, the Tourism Office often has the opportunity to act as a liaison between the Cambridge hotels and the City of Cambridge. COT also acts on behalf of the hotels in representing them in the numerous marketing efforts with the GBCVB.

COT will be playing key roles on the Committee for Taste of Cambridge, the Cambridge Science Festival and the Sidewalk and Nightlife Committee. Additionally, the Marketing Coordinator participates on several community boards and committees, such as the Historic Cambridge Collaborative, the Taxicab Advisory Committee, and the Taxi School Board.

- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of visitor requests for information via telephone, e-mail and at information booth	52,169	62,000	55,000	55,000
2. Number of brochures distributed at state visitor centers and area hotels	122,484	128,750	130,000	130,000
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	228	400	230	230
5. Total number of hits on the Tourism Website	2,620,681	3,500,000	3,700,000	3,700,000

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
6. Total number of detailed visits to the Cambridge Tourism Website	392,019	500,000	515,000	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 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; submits annual workforce analysis reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares biannual reports for the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Director monitors construction contracts greater than \$50,000 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.

**FY12 GOALS:**

- *GOAL 1: Maintain the level of employees with protected status in proportion to their representation in the city's labor market. Take affirmative steps to ensure that the City's workforce, at all levels and in all positions, reflects the race or other protected status of the labor market from which such employees are drawn.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent of People of Color in Cambridge workforce	27.0%	27.0%	27.0%	27.0%
2. Percent of People of Color employed by the City	33.0%	27.0%	32.0%	27.0%
3. Percent of Women in Cambridge workforce	49.5%	49.5%	49.5%	49.5%
4. Percent of Women employed by the City	43.0%	49.5%	43.0%	49.5%
5. Percent of People of Color in Cambridge workforce: Officials & Administrators	16.0%	19.6%	16.0%	19.6%
6. Percent of people of color in Cambridge workforce Professionals	20.0%	22.5%	20.0%	22.5%
7. Percent of people of color in Cambridge workforce: Technicians	20.0%	27.0%	19.7%	27.0%
8. Percent of people of color in Cambridge: Protective Services	28.0%	27.0%	29.1%	27.0%
9. Percent of people of color in Cambridge workforce: Paraprofessionals	45.0%	27.0%	45.6%	27.0%
10. Percent of People Color in Cambridge workforce: Administrative support	32.0%	32.0%	29.7%	32.0%
11. Percent of people of color in Cambridge workforce: Skilled craft	23.0%	23.3%	22.3%	23.3%

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
12. Percent of people of color in Cambridge workforce: Service Maintenance	40.0%	27.0%	40.8%	27.0%

■ *GOAL 2: Utilize U.S. Census Preliminary Metropolitan Statistical Area (P.M.S.A.) data to set affirmative action goals to increase racial and cultural diversity in City employment and to measure performance.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent of People of Color in PMSA workforce*	15.0%	15.0%	15.0%	15.0%
2. Percent of Women in PMSA	48.2%	48.2%	48.2%	48.2%
3. Percent of People of Color in PMSA: Officials and Administrators	14.0%	9.6%	16.0%	9.6%
4. Percent of People of Color in PMSA Professionals	23.0%	13.4%	20.9%	13.4%
5. Percent of People of Color in PMSA Technicians	19.0%	17.3%	21.9%	17.3%
6. Percent of People of Color in PMSA: Protective Service	28.0%	27.0%	30.0%	27.0%
7. Percent of People of Color in PMSA: Para-Professional	46.0%	13.7%	45.0%	13.7%
8. Percent of People of Color in PMSA: Administrative Assistant	33.0%	13.5%	28.0%	13.5%
9. Percent of People of Color in PMSA: Skilled Craft	23.0%	11.6%	24.0%	11.6%
10. Percent of People of Color in PMSA: Service Maintenance	41.0%	24.6%	44.0%	24.6%
*City of Cambridge recruitment area				

- **GOAL 3:** *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of departments met with to set goals and measure performance	30	20	30	25
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

- **GOAL 4:** *Provide information and assistance to municipal contractors and bidders on complying with the Cambridge Responsible Employer Plan for municipally funded projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Monitor weekly payroll records for City and State funded construction projects	150	100	100	100
2. Attend pre-bid construction conferences	10	6	6	3
3. On-site visits to monitor contract compliance	64	50	35	35

## **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.

**FY12 GOALS:**

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Develop news releases, Website informational pieces	349	500	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Publish PIO Update, the weekly email bulletin for employees	100	100	85	85
2. Post employee related items on the Common Ground Intranet Page	168	150	75	75

- *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.*



**EMPLOYEES' COMMITTEE ON DIVERSITY**

**PURPOSE AND OVERVIEW:** The Cambridge Employees' Committee on Diversity's, a committee comprised of volunteer City employees', goal is 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 FY11 include: Panel discussion on the Untold History of Haiti; India and Pakistan Heritage Month program, Native American Heritage celebration and two book signing events with renowned authors. In addition to sponsoring events, the committee has developed a welcoming committee along with a citywide brochure to help in initiating a citywide recruitment effort. An employee survey was also distributed and evaluated.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$1,581,025</b>
Real Estate Taxes	\$624,695	
Hotel/Motel Excise Tax	\$956,330	
<b>CHARGES FOR SERVICES</b>		<b>\$40,000</b>
Parking Fund Parking Usage	\$40,000	
<b>FINES &amp; FORFEITS</b>		<b>\$215,000</b>
Parking Fines	\$215,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$163,865</b>
State Cherry Sheet Revenue	\$163,865	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$1,999,890</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,456,790</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$504,400</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$38,700</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$1,999,890</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>9</b>	<b>9</b>	<b>9</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$1,146,105	\$1,233,860		
\$226,800	\$231,535	<b>POLICY MAKING/LEGISLATION</b>	<b>\$1,306,730</b>
<u>\$40,120</u>	<u>\$37,855</u>	<b>COUNCIL SERVICES</b>	<b>\$236,375</b>
<b>\$1,413,025</b>	<b>\$1,503,250</b>	<b>GOVERNMENTAL RELATIONS</b>	<b>\$59,855</b>
			<b>\$1,602,960</b>

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

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Organized the second annual City Council World Cafe, an interactive format that solicits diverse and creative points of view from residents about City of Cambridge needs.
- Coordinated facilitation of City Council goal setting sessions.
- Facilitated approximately 12 square dedication ceremonies initiated by the City Council.
- Coordinated Group Dynamic training sessions for City Council and administrative staff.

## **FY12 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.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$1,588,850</b>
Real Estate Taxes	\$1,588,850	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$14,110</b>
State Cherry Sheet Revenue	\$14,110	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$1,602,960</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,501,205</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$41,900</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$59,855</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$1,602,960</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>2</b>	<b>2</b>	<b>2</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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<u>\$893,705</u> \$893,705	<u>\$946,235</u> \$946,235
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<p style="text-align: center;"><b>CITY CLERK</b></p> <p>information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business records required by statute. Cambridge is home to two birth hospitals, which serve a diverse population. In keeping with the City Council's goal of valuing and supporting our diversity, the Clerk's Office is proud to be able to offer assistance with birth certificates and other vital records in Spanish, Portuguese, French and Haitian Creole, as well as English. The City Clerk's Office also produces the agenda for City Council meetings and provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and goals, and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a wide variety of inquiries from the public. The City Clerk's Office faces the dual challenge of preserving original records from Cambridge's municipal beginnings in 1630 and 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 our 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.</p> <p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Provided staff support for 17 City Council committees.</li> <li>• Managed the City Council Agenda, which consisted of 2,176 items for calendar year 2010. Published the permanent bound record of the 2008 City Council proceedings and prepared the 2009 permanent record for publication.</li> <li>• Completed the upgrade of the vital records storage vault funded with Community Preservation Act Funds. The vault now meets a higher standard of archival preservation and has been expanded to add vital records archival storage space. The new vault also has better lighting, and is a safer (aging heavy tin boxes have been replaced with boxes made of lighter archival components) and more efficient workspace.</li> <li>• In addition to the ongoing digitization of storage, retrieval and issuance of all current vital records, the City Clerk's Office scanned and stored an additional 4,300 vital records to extend our digital storage and issuance back through 2002 vital records.</li> </ul>	<p style="text-align: center;"><u>\$964,540</u>  <b>\$964,540</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital</p>
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- 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 develop a web-based statewide birth record processing system that will ultimately enable issuance of any Massachusetts birth record from any city or town. The Cambridge City Clerk's Office hosted a State Registry training, in the IT training room, for birth clerks in both Cambridge hospitals and City Clerk's staff. Birth records will be issued from this new web-based statewide system by the end of the first quarter of 2011.
- Began the planning process for updating the central vault area, where original City Council papers are stored, for preservation improvement.
- Worked with the City Solicitor's Office, the IT Department and the Public Information Officer to implement the Open Meeting Law's new requirement that postings be visible to the public at all hours.
- Ongoing sustainability accomplishments in FY11 included increasing digital storage to reduce paper storage and continued attention to office procedures to conserve energy.

**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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Attested copies of completed and recorded birth and death certificates filed with Registry of Vital Statistics within one month	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%

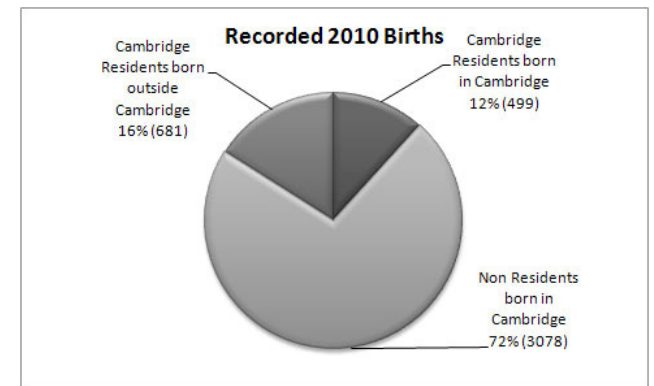
**Table 1: 2006-2010 Number of Records Recorded**

Number or Records Recorded	2006	2007	2008	2009	2010
Births	3,945	4,257	4,198	4,113	4,258
Deaths	1042	942	957	904	966
Marriage Intentions	1,214	1,164	1,260	1,276	1,248
Physicians	457	20	10	18	12
Domestic Partnerships	37	98	131	139	115
Business Certificates	685	648	744	765	726
Corrections and Delayed Records of Births, Deaths, & Marriages	281	229	316	264	381

**Figure 1: 2006-2010 Business Certificates**



**Figure 2: 2010 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Notification of Council actions completed 38 hours after meeting	100%	100%	100%	100%
3. Number of updates to the Municipal Code distributed to subscribers	1	1	2	2
4. Permanent bound record ready for publication within 18 months after completion of 2010 legislative year	n/a	n/a	n/a	75%

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. City Council Agenda published accurately on the City's Website 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	10	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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	n/a	n/a	50%



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$667,740</b>
Real Estate Taxes	\$667,740	
<b>CHARGES FOR SERVICES</b>		<b>\$238,500</b>
Certified Copies	\$197,500	
Domestic Partnership	\$1,000	
Misc Fees (Clerk)	\$40,000	
<b>LICENSES AND PERMITS</b>		<b>\$39,000</b>
Marriage License	\$39,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$19,300</b>
State Cherry Sheet Revenue	\$19,300	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$964,540</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$904,010</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$56,110</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$4,420</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$964,540</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>10</b>	<b>10</b>	<b>10</b>

**LAW DEPARTMENT**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$1,762,665	\$1,816,075		
<u>\$924,865</u>	<u>\$200,000</u>		
\$2,687,530	\$2,016,075		

**LEGAL COUNSEL  
DAMAGES**

**\$1,912,790  
\$200,000  
\$2,112,790**

**PURPOSE & OVERVIEW:** Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. The Department now employs eight full-time attorneys, an office manager, two administrative assistants and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City’s litigation in-house. In addition to this primary litigation function, Department attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee and department heads and provide daily advice to department heads and other staff relating to planning, zoning, construction, development and a wide range of other issues. Attorneys regularly attend meetings of the City Council and its sub-committees. Attorneys draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City’s business. Individual members of the legal staff have developed areas of specialization in response to increasingly complex legal considerations associated with municipal issues.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions and trials, and have briefed and argued a number of appeals. Attorneys have defended decisions of the City’s Boards and Commissions, such as decisions of the Board of Zoning Appeals, the Planning Board and the Conservation Commission, and have defended challenges to the validity of various provisions of the City’s Ordinances. Other substantial litigation this year included work on significant Public Works, public construction and environmental cases; and successful minimization of the amount of judgments and settlements in negligence cases and contract actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control. Provided training to all departments, boards and commissions regarding major changes to the Open Meeting Law, in addition to continued training to on ethics and conflict of interest laws.
- Focused significant resources on analysis, review and advice relating to: assisting the Election Commission with a Vacancy Recount and on a range of issues in multiple elections; working with City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of development; working extensively with the Co-Chairs of the Ordinance Committee on the Alexandria Petition to rezone a portion of East Cambridge; drafting and reviewing a number of other new ordinances and proposed amendments to existing City Ordinances; contracting

issues related to major public construction, sewer and storm drain reconstruction and utility infrastructure projects; drafting numerous legal instruments related to real estate transactions, large project development and environmental issues; and working with the Assessing and Finance Departments on real estate tax exemption applications, tax-related matters and bankruptcy matters.

**FY12 GOALS:**

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

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of claims filed against City*	161	-	200	-
2. Number of written opinions and City Council Order responses issued*	25	-	20	-
3. Number of lawsuits filed against City*	49	-	35	-
4. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	\$62.75	\$67.32	\$67.32	\$71.04
5. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses)	\$82.18	\$86.04	\$84.63	\$89.17
*FY11 projected figures are actuals as of 3/31/11.				

- *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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Training sessions conducted	5	4	5	4
2. Employees and members of boards and commissions in attendance	84	40	158	40
3. Departments and boards and commissions affected	6	6	36	6

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$1,962,790</b>
Real Estate Taxes	\$1,962,790	
<b>LICENSES AND PERMITS</b>		<b>\$2,500</b>
Street Obstruction Permits	\$2,500	
<b>FINES &amp; FORFEITS</b>		<b>\$97,500</b>
Parking Fines	\$97,500	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$50,000</b>
State Cherry Sheet Revenue	\$50,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$2,112,790</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$1,393,890</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$506,655</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$212,245</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$2,112,790</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>11</b>	<b>11</b>	<b>11</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$512,005	\$552,125	ADMINISTRATION	\$545,715
\$413,285	\$430,130	BUDGET	\$425,300
\$1,483,065	\$1,694,365	PERSONNEL	\$1,799,275
\$2,255,200	\$2,135,960	ASSESSORS	\$2,225,905
\$647,345	\$690,965	PURCHASING	\$713,430
\$815,265	\$825,150	AUDITING	\$835,885
\$964,855	\$1,017,865	REVENUE	\$1,066,350
\$632,570	\$659,970	TREASURY	\$696,765
		INFORMATION TECHNOLOGY	
		DEPARTMENT	
<u>\$3,461,505</u>	<u>\$3,606,285</u>		<u>\$3,737,380</u>
\$11,185,095	\$11,612,815		\$12,046,005

**FINANCE  
-Summary**

**PURPOSE & OVERVIEW:** The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue and Information Technology functions. The Auditing Department also appears in this section, although the Auditor is appointed by the City Council.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY12 Finance Department Budget includes changes to the following divisions: Assessors – increase of \$125,000 in additional professional and technical services to reflect the cost of on-going personal property audits, which previously were appropriated during the fiscal year; and ITD – addition of a web innovation developer position 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, as well as \$24,310 to cover the increased cost of software maintenance agreements.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Published and mailed three separate brochures explaining the City budget, property values, real estate taxes, abatements and exemptions to Cambridge property owners.
- Increased investments in local banks by offering Certificate of Deposit bids at least twice a year, and also offered lower dollar denominations to ensure that smaller banks are able to participate in the bid process.
- Monitored cash balances to ensure priority was given to safe, diversified cash investments.
- The Investment Oversight Committee continues to review cash investments on a quarterly basis.
- The Investment Oversight Committee developed an Investment Allocation Plan for Other Post Employment Benefits (OPEB) deposited into the Irrevocable Trust created in early 2010.
- The OPEB Working Group continues to oversee implementation of GASB 45, which was included in the June 30, 2010 Comprehensive Annual Financial Report (CAFR). The OPEB Working Group also provided necessary financial information to the actuarial firm to develop the updated OPEB actuarial liability as of January 1, 2011.

- Continued to manage the City Scholarship program. During fiscal year 2011, the Finance Department continued to collaborate with CRLS to ensure that the online scholarship application was compatible with the City Scholarship program application requirements. The City awarded scholarships to 39 recipients this past spring. The Department also hosted an award event and reception to recognize each scholarship recipient individually.
- Continued 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.
- Expanded remote, electronic deposit of checks to more departments, which has resulted in more timely deposits of funds.
- Prepared all documents for \$46,220,000 Bond Sale held on February 15, 2011. This issue financed such capital projects as the CRLS Renovation Project, Sewer Reconstruction Projects, Old Police Station Renovations, Radio System Replacement Project, Harvard and Kendall Square Surface Improvements, Municipal Building Renovations and Danehy Park Soccer Field Improvements. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.21%.
- Continued to work with City Departments to monitor and project cash flow requirements for capital projects, which are financed through bond proceeds.
- Provided analysis related to renovation of the Old Police Station as part of a collaborative initiative between the Cambridge Housing Authority and the City.
- Continued to coordinate development of formal investment, debt service and reserve policies. This, coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "strong." An FMA "strong" indicates that practices are strong, well embedded and likely sustainable.
- Prepared documents related to CPA Committee and public presentations, revenue analysis and the City Manager's recommendation to the City Council.
- Prepared water and sewer rate analysis and projections in addition to preparing the City Manager's recommendation to the City Council.
- Received, for the 26th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY11 Operating and Capital budgets.
- Developed, recommended and monitored the planned use of the City's Debt Stabilization Fund in order to minimize the property tax impact of increasing debt costs to fund major capital projects.
- Assist in the preparation of financial statements and schedules, which are the basis for the Comprehensive Annual Financial Report (CAFR).
- Prepared documents 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.

- Completed triennial Department of Revenue Certification of real and personal property valuation process on time.
- Reviewed assessment neighborhood map to accurately reflect the current real estate market and refined the residential assessment model to 2009 market conditions, thereby reducing the number of overvaluation appeals.
- Continued the interior building inspection program, to improve existing data integrity and capture new growth from building improvements, which resulted in \$445,602,582 in new growth of assessed value from real and personal property, generating \$6,741,459 dollars in new taxes.
- Worked closely with the IT Department to improve the Assessor's Web page to allow access to comparable sales data, GIS information and maps, 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.
- Completed a review of approximately 350 abatement applications, which declined in number as a result of enhancements to the Mass Appraisal Model and the increased number of inspections.
- Continued to work closely with the Traffic and Parking Department to enable up-to-date access to the 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.
- Continued the Personal Property audit program, in addition to site inspections.
- Collaborated with the Inspectional Services Department to update the record of properties that require an air-right assessment. In addition, developed a consistent, long term payment schedule for these property owners.
- 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.
- Processed and monitored over 455 contracts, change orders and amendments.
- Continued the campaign advocating for the purchase of environmentally preferred products.
- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below \$5,000.
- Continued and 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 General Services Administration (GSA) to execute contracts for road salt, fuel and radio equipment.
- Launched the new Sitecore content management system and Website.
- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2011 entry-level police officer exam, with particular efforts to maximize participation by Cambridge residents.
- Coordinated recruitment campaigns to fill a variety of positions across several departments, including Human Services, Community Development, Public Library, Public Works and Information Technology.
- Continued to expand our recruitment sources to include additional online career sites, targeted professional networks and higher education employment web centers, resulting in significant savings to the City.
- Re-bid the City's Flexible Spending Account and Employee Assistance Programs, resulting in cost savings to the City.
- Redesigned the City's Life Insurance program, resulting in expanded coverage and reduced cost for employees.
- Implemented several provisions of national health care reform, including raising the dependent child coverage age to 26 and providing certain preventive services at no cost to the member.
- Coordinated over 95 training events, which were attended by more than 500 employees.
- Deepened city-wide computer application proficiency by offering 55 different computer classes, providing a learning incentive with proficiency testing, customizing individual employee and department-wide learning plans and by individual tutoring.
- Enhanced employee proficiency testing process by refreshing the typing test and integrating it within the proficiency testing process, for a total of eight proficiency assessments, with a success rate of over 77%.
- Launched the new City Website. Designed and implemented new Library and DPW Websites.
- Launched new City Webcast pages with upgraded player functionality, providing cross-platform support and smart phone compatibility.
- Created a system allowing for online reporting of potholes.
- Enhanced online permitting to allow for online payment of DPW permits.
- Implemented Wi-Fi service at all Youth Centers and the parks associated with them. Completed the design and implemented the network and Wi-Fi service at the renovated CRLS.
- Received data and managed the citywide flyover project of Cambridge. The flyover took place on April 14, 2010, to enable creation of new GIS base map layers and color orthophotos (seamless aerial photos). GIS layers include paved surfaces, buildings, rail lines, water bodies, pavement markings, traffic features, topographic contours and an impervious surface layer.



- Improved Web-enabled interactive GIS tool, Cambridge CityViewer, for city staff and for use on the Internet. Added more data connections and updated all of the basemap information with new April 2010 base map layers and aerial photography. Added new viewers for both staff and public use.
- Created a series of maps for the School Department administration showing the distribution of students by their residence. These maps aid the staff and School Committee in future school planning decisions.
- Conducted a search for, and participated in the evaluation of a new permitting system that will be implemented for Inspectional Services and DPW.
- Enhanced online permitting capability for the DPW, Traffic and License Departments.
- Implemented online Registration and Payment System (Rec Trac) for the Youth Centers.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$10,381,420</b>
Real Estate Taxes	(\$8,697,850)	
Motor Vehicle Excise Tax	\$5,925,000	
Hotel/Motel Excise Tax	\$7,854,270	
Corporation Excise Tax	\$1,200,000	
Meals Tax	\$3,300,000	
Penalties and Delinquent Interest	\$800,000	
<b>CHARGES FOR SERVICES</b>		<b>\$558,950</b>
Water Usage Charge	\$225,000	
Parking Fund Parking Usage	\$23,950	
Sewer Service Charge	\$225,000	
Municipal Lien Certificates	\$85,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$605,635</b>
State Cherry Sheet Revenue	\$424,685	
Cherry Sheet-Loss of Taxes Abatements	\$180,950	
<b>MISCELLANEOUS REVENUE</b>		<b>\$500,000</b>
Interest Earnings	\$500,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$12,046,005</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$8,921,150</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$2,846,935</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$215,120</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$62,800</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$12,046,005</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>80</b>	<b>80</b>	<b>81</b>

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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\$279,910  
\$232,095  
 \$512,005

\$291,125  
\$261,000  
 \$552,125

**LEADERSHIP  
INDEPENDENT AUDIT**

\$284,715  
\$261,000  
 \$545,715

**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.

**FY12 GOALS:**

- *GOAL 1: Increase customer awareness of the City's schedule for mailing tax bills, property values, property taxes, abatements/exemptions, and the City's budget through the publication and distribution of three brochures, notices on the City's Website and City TV-8. Distribute an annual newsletter about the water and sewer rates and the senior citizen water/sewer discount program.*
- *GOAL 2: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications and ensuring timely payments of scholarship awards. Host award ceremony and reception to recognize each scholarship recipient.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Amount of donations received	\$115,774	\$115,000	\$120,000	\$120,000
2. Number of donations received	1,520	1,500	1,550	1,550
3. Number of applications received	145	200	178	200
4. Number of scholarship recipients	39	30	40	40

- *GOAL 3: Provide quality information to the public via the Finance Department's Website, including frequently asked questions and finance-related forms.*
- *GOAL 4: Respond to inquiries and informational requests sent to treasurer@cambridgema.gov in a timely manner.*

- *GOAL 5: Assist Water Department in monitoring and resolving water bill variances.*
- *GOAL 6: Continue to participate on the Health Care Cost Task Force, reviewing City efforts to control cost increases in health plans.*
- *GOAL 7: Continue to monitor planned use of the City's Debt Stabilization Fund, in order to minimize the property tax impact of increasing debt costs, which fund the City's major capital projects.*
- *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 for 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: Implement a Real Estate Tax on-line payment mechanism which includes an option to pay by electronic check (ACH) or credit/debit card for a fee prior to the first half Real Estate billing in October 2011.*

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**FINANCE  
-Budget**

\$413,285  
\$413,285

\$430,130  
\$430,130

**BUDGET**

\$425,300  
\$425,300

**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 works with each department and members of the public providing financial information and advice.

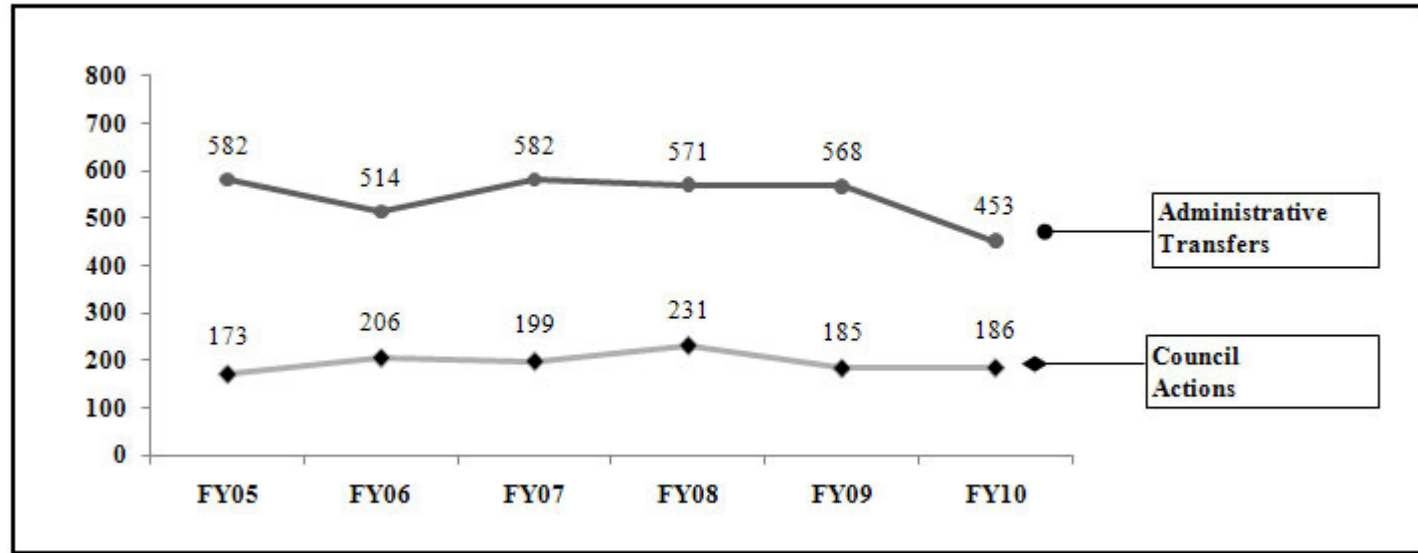
**FY12 GOALS:**

- *GOAL 1: Develop a performance based budget which contains quantifiable performance measures and concise statements of services. This includes annual reviews with departments to develop new performance measures and goals, as well as tables and charts to reflect work measures.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Date budget submitted to Council	04/26/2010	04/25/2011	04/25/2011	04/24/2012
2. Average number of meetings/reviews per department while developing the annual budget	12	13	13	13

**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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 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	\$32.2M	\$62.8M	\$46.2M	\$57.7M

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Number of individual communications with departments to review grant and capital project balances	10	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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: Continue Fiscal Staff Working Group 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 FY10	PROJECTED FY11		BUDGET FY12
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**FINANCE  
-Personnel**

\$1,014,530	\$1,174,645
\$302,985	\$327,720
<u>\$165,550</u>	<u>\$192,000</u>
\$1,483,065	\$1,694,365

ADMINISTRATION	\$1,272,725
INSURANCE	\$334,550
EMPLOYEE BENEFITS	<u>\$192,000</u>
	\$1,799,275

**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.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Participate in outreach events and activities, such as career fairs, mailings, community group meetings and Civil Service exam preparation	23	25	25	25
2. Total applicants, all positions	4,873	4,600	4,700	4,700
3. Total job postings	108	125	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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Percent of new hires who are Cambridge residents	83%	80%	82%	82%
2. Cambridge residents submitting applications or resumes (excluding Labor Service)	1,090	900	900	900



■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding Labor Service)	267	300	300	300
4. Voluntarily self-identified women submitting applications or resumes (excluding Labor Service)	188	300	300	300

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	881	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	178	96	125	125
3. Employees receiving tuition assistance or funding for professional conference attendance	93	75	75	75
4. Provide and/or participate in providing diversity and sexual harassment training events and activities (number of events/activities)	21	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. City collective bargaining agreements settled in the fiscal year	2	2	2	5
2. City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. City grievances reaching third step	12	20	20	20
4. City grievances resolved by arbitration	1	5	2	5

- **GOAL 5:** *Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees at reasonable cost, with changes at or below the relevant inflation rate; participate on health care cost task force to review City efforts to control cost increases in our health plans; increase participation of Medicare eligible retirees in HMOs.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage of Medicare eligible retirees in HMOs	65%	65%	66%	66%
2. Cost per contract (employees and retirees)	\$10,200	\$11,265	\$11,265	\$12,710
3. Provide or participate in providing wellness training events and activities (number of events/activities)	10	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*

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**FINANCE  
-Assessors**

\$2,255,200  
\$2,255,200

\$2,135,960  
\$2,135,960

**ASSESSORS**

\$2,225,905  
\$2,225,905

**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 24,021 taxable and 998 exempt real properties and 2,725 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.

**FY12 GOALS**

- *GOAL 1: Ensure the accuracy of real property valuation through the routine re-inspection of all houses on a six-year cycle and the annual inspection of sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application properties for which there has not been a routine inspection in the past year.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Commercial buildings inspected	286	200	300	300
2. Tax Exempt properties inspected	250	200	200	200
3. 1, 2 & 3 family house inspections	728	850	800	1,000
4. Interior apartment building inspections accomplished	58	50	130	100
5. Condominium unit inspections accomplished	2,240	2,300	2,300	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 requested from commercial property owners and analyzed to develop income approach to value.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Deeds processed	2,140	2,400	2,400	2,200
2. Residential sales verification mailers	1,210	1,275	1,275	1,150
3. Commercial sales verification mailers	42	50	50	50
4. Apartment building Income & Expense requests mailed	1,191	1,200	1,183	1,183
5. Commercial Income & Expense requests mailed	1,372	1,500	1,353	1,353

- **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 2010 are valued and billed for FY12.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Existing accounts inspected	1,110	1,000	1,000	1,000
2. New accounts listed and inspected	270	250	250	250

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Residential overvaluation applications filed	204	200	155	155
2. Commercial overvaluation applications filed	178	175	208	208
3. Statutory & Residential Exemption applications	725	600	506	506
4. Motor vehicle excise applications	2,715	2,300	2,300	2,500
5. Personal property overvaluation applications	29	30	48	50

- **GOAL 5:** *Improve customer access to Assessing Dept. data by enhancing information available via the Web based mapping database, increasing the number of applications and other forms available on the Website, and maintaining the public access terminals located in the Assessing office.*
- **GOAL 6:** *Continue to update neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property, with enhancements to this model in the Assessing Department's CAMA (Computer Assisted Mass Appraisal) system.*
- **GOAL 7:** *Improve public understanding of the property tax and encourage taxpayers' participation in the assistance programs made available at libraries, senior centers and neighborhood meetings.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Taxpayer assistance/general property valuation information workshops annually	10	10	10	10
2. Taxpayers attending workshops	150	150	100	100

- *GOAL 8: Continue to make enhancements to existing commercial and industrial valuation models to ensure fairness among all classes of real property.*
  
- *GOAL 9: Update mailing address changes for new ownership within 3 months of date of sale.*

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**FINANCE  
-Purchasing**

\$647,345  
\$647,345

\$690,965  
\$690,965

**PURCHASING**

\$713,430  
\$713,430

**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.

**FY12 GOALS:**

- *GOAL 1: Procure materials, supplies, equipment and services in accordance with State laws and City ordinances at the lowest possible cost. Encourage participation in bids and quotes by Minority Business Enterprise (MBE) bidders and local Cambridge small businesses.*

	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Formal bids	108	120	120	135
2. Informal bids/quotes	85	85	85	105
3. Construction bids	47	40	40	42
4. Request-for-Proposals (RFP's)	5	4	9	8
5. Purchase orders issued	13,282	13,325	13,900	14,240

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

	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Environmentally preferred purchases made from available categories	92%	92%	92%	93%
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Light bulbs, florescent tubes and ballasts purchased that are energy efficient	97%	97%	97%	97%
4. Outreach efforts (notices) to encourage City departments regarding green purchasing	4	4	4	4
5. Outside print jobs using recycled paper	97%	97%	97%	97%

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Quotes received within 3 weeks	99%	99%	99%	99%

■ *GOAL 5: Notify departments of contract expiration 3 months prior to the expiration date, to 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 FY10	PROJECTED FY11		BUDGET FY12
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**FINANCE  
-Auditing**

\$418,670  
\$396,595  
\$815,265

\$426,685  
\$398,465  
\$825,150

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

\$417,065  
\$418,820  
\$835,885

**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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- 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, 2010 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2010.
- Continued to satisfy requirements of Governmental Accounting Standards Board (GASB) Statement 40, disclosing deposit and investment risk.
- Continued to assist with internal and external requests for Accounts Payable information and vendor inquiries.
- Completed all Massachusetts Department of Revenue required reports.
- Continued preparation of the City's FY10 Comprehensive Annual Financial Report (CAFR), and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the GFOA.
- Enrolled over 90 vendors in the electronic transfer payment option in the PayMode program. This payment method reduces payment and processing costs, helps the City to provide a more efficient business process and supports the evolving demands of electronic commerce.
- Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Prepared the City's annual financial statements entirely in-house, including the requirements of GASB Statement 34, which is available on the City's Website for easy public access to the financial status of the City.

**FY12 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of accounting adjustments	1,261	1,200	1,100	1,100
2. Percent posted within one day	90%	90%	90%	90%
3. Purchase orders processed*	20,045	21,000	20,000	20,000
*Includes School and City purchase orders.				

- *GOAL 2: Prevent loss of funds by reviewing contracts for goods and services, purchase orders and bills for payment.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of invoices processed	56,892	61,000	59,000	59,000
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).*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Days to prepare Comprehensive Annual Financial Report	177	180	180	180
2. Days to prepare Schedule A	109	120	120	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 Other Post Employment Benefits (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.*

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**FINANCE  
-Revenue**

\$964,855  
\$964,855

\$1,017,865  
\$1,017,865

**REVENUE**

\$1,066,350  
\$1,066,350

**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 \$406 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.

**FY12 GOALS:**

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent of current year real estate levy collected	96%	99%	98%	98%
2. Percent of current year personal property levy collected	97%	99%	99%	99%
3. Percent of current year motor vehicle excise tax collected	88%	90%	88%	90%
4. Percent of current year water/sewer bills collected	88%	90%	90%	90%

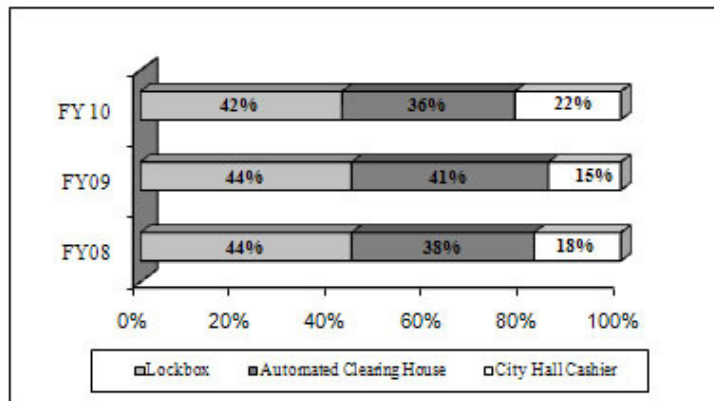
- *GOAL 2: Coordinate with the Assessing Department to ensure that real estate and personal property tax bills are mailed to the property owner's most current mailing address.*

- **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.*

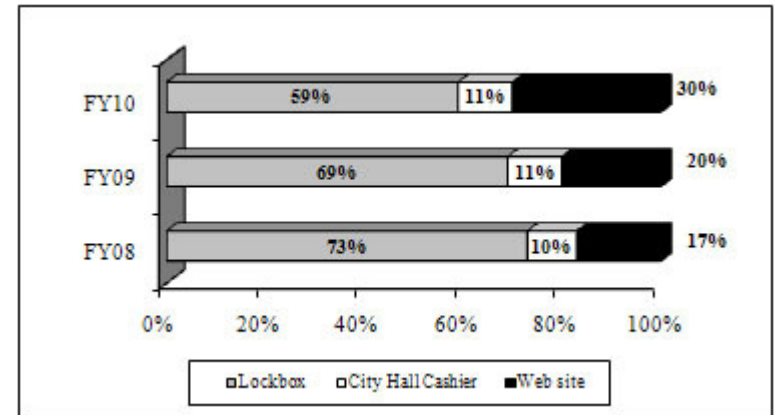
<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of demands issued	2,492	2,000	2,100	2,100
2. Number of accounts transferred to tax title	146	150	150	150

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

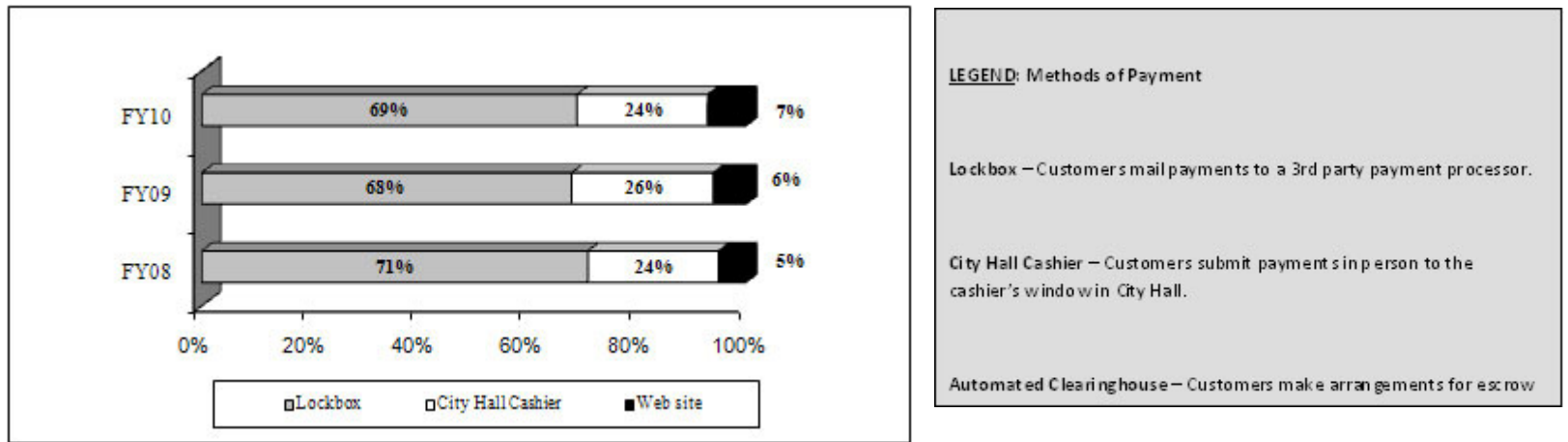
**Figure 1: Real Estate Bills by Payment Type**



**Figure 2: Motor Vehicle Excise Bills by Payment Type**



**Figure 3: Water and Sewer Bills by Payment Type**



- 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of additional letters sent to taxpayers who have a lien on their property and are in Tax Title	67	150	400	400
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	129	115	150	115

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Municipal lien certificates issued	2,279	2,000	2,500	2,500

- *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 8.2.*

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**FINANCE  
-Treasury**

\$334,885  
\$297,685  
\$632,570

\$352,735  
\$307,235  
\$659,970

**CASH MANAGEMENT  
PAYROLL MANAGEMENT**

\$380,935  
\$315,830  
\$696,765

**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 5,889 W2s.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of individual loan payments	32	32	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: Streamline online payment process to include Real Estate Tax payments with an option to pay by electronic check (Automated Clearing House) or credit/debit card for a fee; and to provide a kiosk at City Hall which will allow customers to pay tax bills by credit card.*



- *GOAL 5: Increase the number of vendors paid through EFT, rather than with a physical check, and monitor its effectiveness.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total payments issued	29,883	29,000	30,000	30,000
2. % paper checks issued	79%	75%	78%	75%
3. % EFT payments issued	21%	25%	22%	25%

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of remote electronic deposits being used	7	8	10	12
2. Total number of locations accepting credit card payments	4	5	5	6
3. Number of locations accepting online credit card payments	3	4	4	5

- *GOAL 7: Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and Medicare withholding taxes, and issuance of W-2 and 1099-MISC forms no later than January 31.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of payroll checks issued	165,521	165,000	165,000	165,000
2. Number of W2s issued	5,782	5,800	5,889	5,890
3. Number of 1099s issued	584	600	600	600

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of updates tested	6	6	6	6

- *GOAL 9: 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 10: 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 11: Coordinate with the Personnel Department and School Department on the efficient and timely upgrade of the PeopleSoft Payroll System to 9.1.*
- *GOAL 12: In collaboration with the Purchasing Department, produce and manage an Invitation For Bid for Banking Services in an efficient and timely manner.*
- *GOAL 13: In collaboration with the Traffic and Parking Department, investigate outside resources for the most efficient and safe method for processing of Parking Meter coins.*

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**FINANCE  
-Information Technology Department**

\$3,461,505  
\$3,461,505

\$3,606,285  
\$3,606,285

**INFORMATION TECHNOLOGY  
DEPARTMENT**

\$3,737,380  
\$3,737,380

**PURPOSE & OVERVIEW:** The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA) and Geographical Information System (GIS). The Department manages a fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Website, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS system. Overall, ITD serves as a technical consultant to all City departments and provides desktop, network and systems management services. ITD strives to innovate with new technology such as Voice over Internet Protocol (VoIP), Wireless Fidelity (WiFi) and Worldwide Interoperability for Microwave Access (WiMax).

**FY12 GOALS:**

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of user support requests completed	3,000	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	2	1	1	1

- **GOAL 2:** *Develop a Citywide GIS service center to provide production services to all departments. Services will include stock and custom map production, spatial data analysis and data visualization.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of GIS User Group meetings	4	5	5	5
2. Number of GIS Training classes and workshops	10	15	15	15
3. Meet end user requests and expectations	98%	98%	98%	98%
4. New enhancements to the external GIS CityViewer on the Web	4	4	4	4
5. Create new GIS Web tools and pages related to the GIS program for public use	n/a	n/a	10%	95%

- **GOAL 3:** *Maintain fiber optic network infrastructure in order to provide all municipal buildings, schools and libraries with the ability to effectively communicate with City agencies, as well as access the world via the Internet, while offering future growth potential for voice, data and video transmission.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent of "uptime" for the City network	99.5%	99.5%	99.5%	99.5%
2. Plan the design and manage the implementation of the network for the CRLS renovation project	50%	95%	95%	100%

- *GOAL 4: Increase access to and usage of City of Cambridge Internet/Intranet, providing a useful tool to departments for disseminating information to the public.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Transition existing City web content to the new Content Management System (CMS)	45%	65%	65%	75%
2. Key additional departments transitioned to the new Sitecore Website and CMS	1	2	2	2

- *GOAL 5: Implement and standardize computer equipment and training to City employees, which allows them to deliver efficient services to the staff and residents of the City of Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of desktop upgrades	250	300	300	350
2. Number of new PC's installed	150	200	200	200
3. Number of ITD classes conducted on Content Management, Microsoft applications and PeopleSoft	75	75	75	75

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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Implement Permit and License pay online for departments	50%	80%	80%	90%
2. Increase awareness and usage of the E-Line program and measure growth by number of users	6,500	10,000	9,000	9,000
3. Integrate additional departments' participation in the Cambridge E-Line (e-mail notification) service for the general public	2	2	2	2

- *GOAL 7: Design and implement VoIP service for new municipal construction buildings, and evaluate appropriate departments for continued VoIP roll out.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Design and implement VoIP for the CRLS renovation project	25%	85%	90%	100%

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**EMPLOYEE BENEFITS  
-Summary**

\$16,497,610  
\$3,998,130  
\$377,835  
\$20,873,575

\$19,882,200  
\$2,941,185  
\$371,900  
\$23,195,285

**PENSIONS \$24,650,520**  
**INSURANCE \$3,098,845**  
**COLLECTIVE BARGAINING \$3,173,600**  
**\$30,922,965**

**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 FY12 Employee Benefits Budget has increased from its FY11 budgeted level of \$26,703,280 to \$30,922,965 in FY12. The current pension funding schedule, based on the most recent Pension Actuarial Study, included a one-time \$2,000,000 allocation to the Pension Budget, as well as an annual 5.5% increase, which will allow the City to fully fund its unfunded pension liability by 2029. In addition, the Health Insurance component of this budget will increase by \$1,859,545 to fully fund the anticipated 11.8% increase in health costs in FY12. This Budget also includes funding to cover the cost of an additional payroll for certain departments, due to 53 Friday pay dates occurring in FY12.

**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 25.4% from FY08 through FY11. The total health insurance budget for FY12 is 11.8% higher than the FY11 budget, and 12.6% higher than the FY11 total projected cost. It is 41.2% higher than actual costs in FY08.

	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Budget	FY11 Projected	FY12 Budget	Variance FY08-12
Blue Cross / Medex	32,834,412	33,295,781	36,382,606	41,984,431	40,484,380	46,957,242	14,122,830
Harvard Pilgrim	5,683,303	7,032,249	8,469,007	7,191,009	9,252,104	8,042,742	2,359,439
Tufts	5,296,440	5,067,762	4,774,673	6,140,015	5,189,400	6,867,265	1,570,825
<b>TOTAL</b>	<b>43,814,155</b>	<b>45,395,792</b>	<b>49,626,286</b>	<b>55,315,455</b>	<b>54,925,884</b>	<b>61,867,249</b>	<b>18,053,094</b>

**PENSION COSTS INCREASE FOR FY12**

The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY11 Projected and FY12 Budget. FY12 City contributions include 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.

	<b>FY11 Projected</b>	<b>FY12 Budget</b>	<b>Variance</b>
City	18,562,542	21,535,691	2,973,149
Cambridge Health Alliance	5,017,845	5,293,826	275,981
Schools	3,160,560	3,334,391	173,831
Water	573,545	565,395	(8,150)
Cambridge Housing Authority	1,193,684	1,432,832	239,148
Cambridge Redevelopment Authority	45,366	50,852	5,486
<b>TOTAL</b>	<b>28,553,542</b>	<b>32,212,987</b>	<b>3,659,445</b>

**HEALTH AND PENSION COSTS ALLOCATED TO DEPARTMENTS**

In order to present the most accurate picture possible of the true costs of the individual departments, health and pension costs (as well as those of certain other employee benefits) are allocated directly to departmental budgets. The following chart shows total health and pension costs for all City departments.

	<b>City Departments</b>	<b>Schools</b>	<b>Water</b>	<b>Employee Benefits</b>	<b>Total</b>
<b>Health Insurance</b>					
Blue Cross / Medex	21,438,745	14,238,448	846,654	10,342,895	46,866,742
Harvard Pilgrim	4,092,815	2,718,225	161,632	1,974,535	8,947,207
Tufts	2,769,025	1,839,035	109,354	1,335,886	6,053,300
<b>TOTAL</b>	<b>28,300,585</b>	<b>18,795,708</b>	<b>1,117,640</b>	<b>13,653,316</b>	<b>61,867,249</b>
<b>Pensions</b>					
Contributory	17,932,320	3,334,391	565,395	8,897,197	30,729,303
Non-Contributory	-	-	-	1,350,000	1,350,000
<b>TOTAL</b>	<b>17,932,320</b>	<b>3,334,391</b>	<b>565,395</b>	<b>10,247,197</b>	<b>32,079,303</b>



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$16,679,140</b>
Real Estate Taxes	\$11,559,140	
Payments In Lieu Of Taxes	\$5,120,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$5,343,825</b>
Reimb/ Non-Contrib Pensions	\$50,000	
Misc Receipts/TCHCN	\$5,293,825	
<b>MISCELLANEOUS REVENUE</b>		<b>\$8,900,000</b>
Claims Trust Fund Transfer	\$7,300,000	
Teacher Retirement Transfer	\$1,600,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$30,922,965</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$30,083,865</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$839,100</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$30,922,965</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**EMPLOYEE BENEFITS  
-Pensions**

\$6,529,425	\$6,673,000	<b>RETIREMENT FUND</b>	\$8,897,200
\$679,985	\$1,350,000	<b>NON-CONTRIBUTORY PENSIONS</b>	\$1,350,000
<u>\$9,288,200</u>	<u>\$11,859,200</u>	<b>RETIREEES' HEALTH INSURANCE</b>	<u>\$14,403,320</u>
\$16,497,610	\$19,882,200		\$24,650,520

**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.

**FY11 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 FY12 is \$30,729,303. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$1,432,832 and \$50,852, respectively, to cover the required appropriation of \$32,212,987.

	<b>FY11 Projected</b>	<b>FY12 Budget</b>	<b>Variance</b>
City	18,562,542	21,535,691	2,973,149
Cambridge Health Alliance	5,017,845	5,293,826	275,981
Schools	3,160,560	3,334,391	173,831
Water	573,545	565,395	(8,150)
Cambridge Housing Authority	1,193,684	1,432,832	239,148
Cambridge Redevelopment Authority	45,366	50,852	5,486
<b>TOTAL</b>	<b>28,553,542</b>	<b>32,212,987</b>	<b>3,659,445</b>

The assets of the Cambridge Retirement System, as of December 31, 2010, were reported at \$765,065,314.

**NON-CONTRIBUTORY PENSION:** This allocation covers the cost of former employees and spouses of former employees receiving non-contributory pensions.

**RETIREEES 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 FY10	PROJECTED FY11		BUDGET FY12
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**EMPLOYEE BENEFITS  
-Insurance**

\$1,378,240	\$250,000	<b>BLUE CROSS/SHEILD</b>	\$250,000
\$300,270	\$0	<b>HARVARD PILGRIM</b>	\$0
\$1,653,810	\$1,875,125	<b>MEDICARE</b>	\$1,927,625
\$-9,925	\$0	<b>MEDICARE PAYROLL TAX</b>	\$100,000
\$370,145	\$391,820	<b>LIFE INSURANCE</b>	\$391,820
\$19,320	\$20,000	<b>ACCIDENT INSURANCE</b>	\$20,000
\$154,905	\$275,000	<b>UNEMPLOYMENT COMP.</b>	\$275,000
\$81,365	\$129,240	<b>DISABILITY INSURANCE</b>	\$134,400
\$50,000	\$0	<b>TUFTS</b>	\$0
<u>\$3,998,130</u>	<u>\$2,941,185</u>		<u>\$3,098,845</u>

**PURPOSE & OVERVIEW:** The primary purpose of this Division is to provide centralized cost centers for the disbursement of funds to the various health care providers. Funds budgeted in the individual departments are transferred at the beginning of each fiscal year to the Blue Cross/Blue Shield, Harvard Pilgrim Health Plan and Tufts cost centers; this enables the City to accumulate costs in one cost center. The other cost centers provide funds for other types of insurance

benefits, including Medicare reimbursement, accident and life insurance and unemployment compensation.

**HEALTH INSURANCE:** The City offers a variety of health maintenance organization (HMO) options including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan and Tufts Associated Health Plan. Over 2,600 employees are covered by these plans. The City currently funds 82-88% of the costs, with the remaining 12-18% paid by the employees.

**MEDICARE:** Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B. The Medicare cost has increased by 2.8% for FY12 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 FY10	PROJECTED FY11		BUDGET FY12
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**EMPLOYEE BENEFITS  
-Collective Bargaining**

\$114,530	\$121,900
<u>\$263,305</u>	<u>\$250,000</u>
\$377,835	\$371,900

**SALARY ADJUSTMENT  
DENTAL PLAN**

**\$2,848,185  
\$325,415  
\$3,173,600**

**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 FY12 is an allocation to fund an additional payroll for certain departments due to 53 pay dates occurring in FY12. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees. It is important to note that the only expenditures made directly against this appropriation are for the pre-paid legal services. Other components include funds to cover sick/vacation buyback for employees who are retiring, sick leave incentive and vacation buyback payments for 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 FY12 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 \$75,415 has been set aside to cover certain dental costs for City employees not included in departmental budgets.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**GENERAL SERVICES  
-Summary**

\$265,945	\$303,000		
\$240,505	\$262,460		
<u>\$248,355</u>	<u>\$261,400</u>		
\$754,805	\$826,860		

**TELEPHONE**      \$311,820  
**MAILING**         \$259,365  
**PRINTING**         \$168,030  
                     \$739,215

**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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Continue the process of installing the Voice Over Internet Protocol (VOIP). The next installation will include the CRLS and War Memorial Building.
- Continued to make improvements to the automated call attendant telephone answering system.
- 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; Budget Notebooks; Veteran's benefit and services brochure; posters for Veteran's and Patriot's Day observances; Cambridge Scholarship Fund letters and return envelopes; collective bargaining agreements; Public Works Snow Operations Manual; Fire Department monthly assignment calendars; abutter notices for Community Development projects; parking ticket and RMV change notices; and postcard notifications for public meetings.

## **TELEPHONE**

**PURPOSE & OVERVIEW:** The Telephone budget includes funds for 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 the implementation of a Voice over Internet Protocol (VoIP) system. VoIP will allow departments to have the latest technology available and meet the demands for enhancements in the future. The new technology will allow the city to utilize its fiber network for voice and data and 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 of postage costs by department to the Budget Office so that postage bills may be issued. Other functions are to record keeping of postage costs by department; as well as loading and maintaining funds for postage, develop cost savings strategies and to streamline mail processing as well as operation and maintenance of the postage equipment. In addition, the Mailing Division picks up the City Hall mail at the Clifton Merriman 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, education about Priority and Express mail products.*



**PRINTING**

**PURPOSE & OVERVIEW:** The City's printing needs, such as: basic graphic services, letterhead, business cards, binding, creation of covers, collating, copying, printing, punching, folding, cutting and other services and provided by the three-person staff.

- *GOAL 1: Continue to respond to City departments' basic printing needs in an efficient and effective manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of bids, letterhead and newsletters printed in-house	2,300	2,500	2,400	1,600
2. Number of major documents printed and bound using fastback system	150	200	190	130
3. Number of business card orders printed	130	150	140	95
4. Number of pads, labels, envelopes and routine copy orders completed	1,350	1,500	1,475	990

- *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, peel stock and index cards for City departments at no cost.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$640,390</b>
Real Estate Taxes	\$640,390	
<b>FINES &amp; FORFEITS</b>		<b>\$4,000</b>
Parking Fines	\$4,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$94,825</b>
State Cherry Sheet Revenue	\$94,825	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$739,215</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$217,945</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$521,270</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$739,215</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>4</b>	<b>4</b>	<b>3</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**ELECTION COMMISSION**

\$190,740	\$187,435	<b>POLICY AND ADMINISTRATION</b>	<b>\$196,250</b>
\$414,100	\$456,485	<b>OFFICE OPERATIONS</b>	<b>\$502,580</b>
\$65,810	\$70,425	<b>ANNUAL CENSUS</b>	<b>\$80,960</b>
\$12,780	\$10,670	<b>VOTER REGISTRATION</b>	<b>\$12,030</b>
\$0	\$74,360	<b>PRIMARY ELECTION</b>	<b>\$0</b>
\$166,400	\$87,025	<b>GENERAL ELECTION</b>	<b>\$0</b>
\$174,775	\$0	<b>MUNICIPAL ELECTION</b>	<b>\$143,745</b>
\$0	\$0	<b>PREPRESIDENTIAL ELECTION</b>	<b>\$126,915</b>
<u>\$1,024,605</u>	<u>\$886,400</u>		<u>\$1,062,480</u>

**PURPOSE & OVERVIEW:** The Board of Election Commissioners was established by the Acts of 1921, Chapter 239, to conduct voter registration, supervise all elections, assume responsibility for the annual census, and certify voter signatures on nomination papers, petitions and ballot questions. Its role was expanded in 1987 to include administration of Chapter 55 of the Massachusetts General Laws, governing

campaign and political finance reporting. In 1991, the Commission was also assigned the task of implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the “Ethics Ordinance.”

**SIGNIFICANT BUDGET MODIFICATIONS:** The Election Commission Budget reflects a net increase of \$93,105 to cover costs associated with conducting a municipal and pre-presidential election in FY12.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Conducted the 2010 Primary Election and General Elections in a professional, efficient and fair manner. Significant attention was paid to improving 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, City TV-8 and CCTV to report election night results in timely and effective manner.
- Processed 1,861 new voter registrations between July 1 and the 2010 fall elections. Processed 618 Absentee Ballot Applications for the State Primary and 2,252 for the General Election. Voter turnout was 15% for the State Primary and 54% for the General Election.
- 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. Absentee ballots were sent to 283 Overseas voters. Of those, 127 were sent ballots via email; 62 returned via email and 25 by fax. On Election Night 110 were hand counted.
- Administered the processing of a referendum petition. Reviewed 15,535 signatures and certified 11,509

signatures within 5 days of filing, which represented 18.28% of the total registered voters as of the date filing was completed, while simultaneously preparing for the General Election. Preparation included working with the City Solicitor's Office and the Office of the Secretary of the Commonwealth to determine accurate procedures and timeline.

- Updated the Voter Registration Training Manual and held a voter registration training for residents and community organizations. Conducted voter registration events, including Saturday sessions at the Galleria Mall, registration tables at the Hoops N' Health event, Cambridge Dance Party, National Night Out, Annual Pride Day, Danehy Park Family Day, and sessions at local universities (Harvard, Lesley, MIT) and several Cambridge locations (Central, Harvard and Porter Squares). Over 253 were registered, including 89 at Harvard Law School and 119 at Oktoberfest.
- Produced and distributed a bookmark highlighting voter information for the September Primary and General Election, while commemorating the 90th anniversary of women's suffrage. The bookmark also included voter registration deadlines, requirements to register to vote, registration options and Cambridge locations where voter registration forms are available.
- Encouraged universities and college student participation in the election process by developing biannual university voter registration sessions and developing 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 two recruitment sessions which attracted 200 potential new workers. Revised Election Worker Training and Policy focusing attention on mandatory attendance at required training. Reorganized and revised the Election Worker Training Manual and enhanced the PowerPoint presentation to make the experience more interactive. Developed evaluation and assessment tools to determine individual worker's needs. Provided election workers with an easy to use Provisional Ballot Folder and redesigned the Tally and Clerk Sheets for more accurate reporting.
- Re-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 Commonwealth's Website for the 2010 fall elections in order to provide more concise information on elected officials, candidates and where to vote.

## **FY12 GOALS**

- *GOAL 1: Conduct Annual City Census required by State law to maintain accurate voter lists and provide resident information to the Jury Commission, by contacting directly all Cambridge households, all multi-unit dwellings (with 9 or more units), local universities, nursing homes and the Cambridge Housing Authority; increasing the household census*

*rate of return through additional outreach methods; and increasing the number of persons listed in the Street Listing Book through improved collection and data entry procedures. Distribute public information through media and City website.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Individual households contacted	42,926	43,000	49,547	49,547
2. Percent of households responded	70%	76%	75%	75%
3. Number of Multi-units contacted	460	460	477	477

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

2006	52,473
2007	54,603
2008	65,141
2009	66,840
2010	66,078

- GOAL 2:** *Implement the Motor Voter Law by encouraging eligible residents to register to vote through development of a citywide Voter Registration Plan with emphasis on the "youth" vote and areas of the city with low registration; distributing voter registration information to citywide sites; continuing voter registration outreach at community events and sidewalk sessions; promoting voter registration through the Annual City Census, Website, pre-election signage and contact with community organizations.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of registered voters	61,086	60,750	63,000	65,000
2. Number of persons eligible to vote	76,840	76,840	76,840	80,000
3. Percentage of eligible persons who are registered	79%	79%	82%	81%
4. Community event and sidewalk session registrations	347	300	325	325
5. In-person, mail-in and RMV registrations	7,314	9,250	7,000	10,000
6. Census registrations	223	500	450	600

- **GOAL 3:** *Increase voter turnout by utilizing strategies such as: placing pre-election signage at all polling places, major squares and other public locations reminding voters of election dates and registration deadlines; providing election information on City TV-8, CCTV, the City's Website, the CityView newsletter and other local news sources; utilizing the Election Commission Website to provide visual and written information on election dates, polling locations, candidates, ballot questions and results.*
  
- **GOAL 4:** *Expand use of Election Commission Website; notifying residents of voter registration requirements, election dates, polling place locations and absentee ballot procedures; providing online forms for absentee ballot applications and voter registration requests; publicizing election worker opportunities; posting unofficial election results on election night; posting campaign finance reports for School Committee candidates; maintaining links to Mass. Campaign and Political Finance site for City Council candidates; and maintaining electronic filing of Statements of Financial Interests.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Visits to Election Website	189,369	150,000	150,000	150,000
2. Number of online Voter Registration requests	57	100	75	150
3. Web notices on AutoMARK marking machines	1	2	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:** *Conduct 2011 Municipal Election and 2012 Presidential Primary 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, City TV-8, CCTV and the Public Information Office to provide timely unofficial results on election night and educating residents about*

*Proportional Representation voting system for the Municipal Election.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Cost for Municipal Election	\$174,775	\$0.	\$0.	\$143,745
2. Cost for Prepresidential Election	n/a	\$0.	\$0.	\$126,915
3. Cost for the State Primary Election*	n/a	\$91,295	\$74,351	n/a
4. Cost for the General Election*	\$166,400	\$96,795	\$87,025	n/a
*Includes Special Elections				

- GOAL 7:** *Conduct the re-precincting as required by state law in a timely and effective manner. Work with ITD and the Office of the Secretary of the Commonwealth for assistance in redrawing precinct boundaries and producing maps. Redraw precinct lines to ensure balanced representation using GIS mapping technology and the 2010 Federal Census Data. Distribute written materials and public information through media and Website.*

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>\$952,405</b>
Real Estate Taxes	\$952,405	
<b>CHARGES FOR SERVICES</b>		<b>\$750</b>
Document Sales	\$750	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$109,325</b>
State Cherry Sheet Revenue	\$82,250	
Reimb/Additional Voting Hrs	\$27,075	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$1,062,480</b>

STATUTORY ANALYSIS	SUMMARY	
<b>SALARIES &amp; WAGES</b>	<b>\$693,470</b>	
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$366,740</b>	
<b>TRAVEL &amp; TRAINING</b>	<b>\$2,270</b>	
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>	
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>		<b>\$1,062,480</b>

FULL TIME BUDGETED EMPLOYEES	FY10	FY11	FY12
	7	8	8

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**PUBLIC CELEBRATIONS**

\$436,035	\$463,530
\$39,965	\$40,620
\$200,000	\$200,000
\$20,555	\$0
<u>\$50,000</u>	<u>\$50,000</u>
\$746,555	\$754,150

<b>CAMBRIDGE ARTS COUNCIL</b>	<b>\$472,695</b>
<b>HOLIDAY CELEBRATIONS</b>	<b>\$43,750</b>
<b>MULTICULTURAL ARTS CENTER</b>	<b>\$200,000</b>
<b>CITY COUNCIL INAUGURAL</b>	<b>\$15,000</b>
<b>COMMUNITY EVENTS</b>	<b><u>\$60,000</u></b>
	<b>\$791,445</b>

**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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Collaborated with various City departments and community committees to develop site responsive public artworks through the City's Percent-for-Art Program. Major projects developed included: Western Avenue Reconstruction Project, Main Street/Kendall Square, Harvard Square/Palmer Street, Brookline Street, Northeast Sector at Fresh Pond and CRLS/War Memorial.
- Continued to expand the reach and activity of the Cambridge Poet Populist Program by supporting the work of the City's second official Poet Populist, Jean Dany Joachim. Mr. Joachim worked with youth in Cambridge Public Schools, the Public Library, seniors, a variety of local arts organizations and will again host a tent at the 32nd Cambridge River Festival to celebrate poetry and the city's rich poetic and literary history. Poet Populist goals for 2011 included launching a regional Poetry Festival based in Cambridge and creating opportunities for local poets to connect with audiences broadly in Cambridge and the greater-Boston region through events like RiverSing, the Cambridge River Festival and Dance for World Community. A new Poet Populist will be elected by the public in 2011 and officially called to duty during National Poetry Month.
- Produced the 32nd Cambridge River Festival (CRF), scheduled for Saturday, June 4, 2011, with a continued focus on in-depth community involvement. Community meetings and artist and volunteer recruitment began in November 2010 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 CPS Visual & Performing Arts Department to populate the stages and festival venues with local professional and



emerging talent, showcasing the depth and scope of the arts and cultural community locally and to foster significant opportunities for artist employment and broad community engagement with the arts.

- Launched the Cambridge Arts Marketing Network, a citywide convening of arts marketing professionals from a broad array of local organizations, who meet on a quarterly basis to examine best practices and engage in dialogue with the Arts Council's Director of Marketing & PR on how the agency can best support the work of the sector and forge productive connections to media outlets and new audiences in support of the local arts and culture sector.
- Developed a third year of educational programming for the CAC Gallery as part of the first Mondays @ CAC Gallery series. These evenings were designed as multisensory events highlighting visual arts, live performance, food tastings by local restaurants and introductions to Cambridge-based service organizations. Each event took place against the backdrop of exhibitions in the gallery, including: *Remediate/Re-vision*; *Of, By and For*; *Drawing in Public*; *Brian Kane – Free WiFi*; and an exhibition of unique artist proposals for creative and functional bicycle racks proposed for locations along Main Street in Kendall Square.
- Coordinated the third year of Cambridge Open Studios (COS) in May 2011. COS is a citywide program featuring open studios for individual artists and performers located in all neighborhoods of the city. In partnership with local artists, arts organizations, private property owners and managers, the Arts Council worked to combine and centralize resources in order to create opportunities for a greater number of artists to participate and represent their work; and to increase awareness of the City's public art collection and the unique character of Cambridge neighborhoods 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 34 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants, which provide low-cost opportunities for Cambridge youth to attend professional artistic events in the greater-Boston area.
- Produced the 19th 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.
- Received a grant from the National Endowment for the Arts (NEA) to fund the continuation of a Public Art Youth Council (PAYC). Comprised of students at CRLS, who themselves are representative of the City's 13 diverse neighborhoods, PAYC members 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 events and initiatives that provides 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 those and artworks in the City's award-winning collection to the wider community.

- Engaged a second 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 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 organize and implement educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent, public art tours as part of the Cambridge Historical Collaborative/Discovery Days for residents and area students, and various artist talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after school programs, and in various squares and open spaces in the city.
- Building on the development of communications infrastructure related to the department Website and information databases, the Arts Council expanded marketing efforts within the community 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 engaged 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 in Cambridge. Using a more integrated approach with regard to notifications about programming, it became possible to build in-depth and long-term marketing relationships with new partners such as Art New England, Artscope Magazine, WGBH 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 and the Boston International Latino Film Festival. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, the Massachusetts Cultural Council, Cambridge Community Foundation, Artists' Foundation, the Boston Foundation 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.

**FY12 GOALS:**

- *GOAL 1: Promote arts in the neighborhoods of Cambridge by supporting artists, art events and arts organizations through the implementation of a Grant Program funded by the City and the Massachusetts Cultural Council.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of applications	110	110	99	100
2. Number of grant awards	34	34	33	35
3. Number of people who benefit	51,000	40,000	40,000	50,000
4. Number of grant-writing workshops and community meetings	73	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Estimated audience at events	180,350	155,000	155,000	160,000
2. Number of artists presented	550	325	325	350
3. Number of arts organizations participating	55	50	50	50
4. Number of "Summer in the City" concerts produced for children and families	17	20	16	20
5. Foster and support educational forums and collaborations that educate residents on the arts	15	15	15	15
6. Number of community meetings to promote partnerships and advocacy	43	40	45	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Street Performer Permits issued	220	270	270	270
2. Number of monitor hours	680	700	700	700

- **GOAL 4:** *Commission public art that enhances the City's built environment, improves residents' quality of life, and makes the City an interesting and attractive destination for visitors, while emphasizing an expanded role for artists in society. Implement a comprehensive conservation and maintenance program for the City's growing public art collection to ensure its existence for future generations.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of permanent projects completed	6	5	5	4
2. Total artworks in the City collection	184	189	189	193
3. Number of ongoing permanent projects	6	5	7	7
4. Total number of artworks receiving consistent maintenance	90	90	90	100
5. Number of artworks restored by artist or external conservator	10	10	6	3
6. Number of artworks restored by Conservator of Public Art	n/a	5	10	15

- **GOAL 5:** *Expand public involvement in and awareness, appreciation and understanding of public art through temporary art installations, dedications, workshops, exhibits, celebratory events, school assemblies, tours and production of educational information and material as part of a comprehensive education and outreach program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of temporary art installations	1	5	5	2

■ *GOAL 5: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Educational resources and materials created	15	18	18	20
3. Education workshops and programs*	68	15	15	20
4. Meetings with community representatives	24	15	15	15
5. Number of public art dedications	4	2	2	3
*Arts Council hosted all youth/adult drawing classes for Maud Morgan Visual Art Center: Sept 2009 - June 2010				

■ *GOAL 6: Continue to promote the arts in Cambridge through publicly accessible exhibits in the CAC Gallery. Augment gallery exhibitions with artists' talks, discussions, school visits and other educational and promotional activities.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of artists exhibited*	126	12	15	15
2. Number of exhibitions	5	5	5	5
3. Number of educational activities and events	16	32	25	25
4. Number of participants attending gallery-related exhibitions and events	6,075	4,050	4,050	4,500
*Cambridge Open Studios Exhibition included 100 Cambridge artists (Feb - March 2010)				

- **GOAL 7:** *Develop and implement a cohesive marketing strategy for the Arts Council to strengthen brand identity, enhance press relations and increase awareness and participation with regard to agency programs and services. Provide marketing and communications support to local arts and cultural organizations to increase knowledge of and educate citizens on the arts and cultural opportunities in Cambridge.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of Press Releases created	15	25	25	25
2. Number of press releases or other promotional announcements created for grant recipients and local arts and cultural organizations*	38	20	20	40
3. Number of calendar submissions entered/maintained	234	175	175	175
4. Number of Web pages created	90	40	50	50
5. Number of Web pages maintained	130	100	100	120
6. Number of media hits received for Arts Council programs & services	153	150	200	225
7. Total number of marketing/collateral pieces created	66	60	60	60
*Addition of Social Media communication platforms (e.g. Facebook & Twitter)				

**HOLIDAY CELEBRATIONS.** This budget allocation supports Halloween activities in the public schools as well as the City’s Independence Day Celebration. Funds are also provided for the annual Danehy Park Family Day, which includes a wide variety of activities for both children and adults, and the annual Dance Party.

**MULTICULTURAL ARTS CENTER.** In 1980, in an effort to stimulate economic development in East Cambridge, the City, the Cambridge Multicultural Arts Center and the Commissioners of Middlesex County entered into a series of long-term agreements regarding the renovation of the old Middlesex County Courthouse complex. One part of that agreement calls for the Multicultural Arts Center, a tenant in the complex.

**CITY COUNCIL INAUGURAL.** Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are required in FY12.

**COMMUNITY EVENTS.** This allocation supports community events that showcase cultural, art, literary and educational events in Cambridge, which includes providing major support for the Cambridge Science Festival.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$754,745</b>
Real Estate Taxes	\$754,745	
<b>LICENSES AND PERMITS</b>		<b>\$10,800</b>
Street Performers License	\$10,800	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$25,900</b>
Direct State Grant Revenue	\$9,400	
State Cherry Sheet Revenue	\$16,500	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$791,445</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$402,920</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$387,400</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,125</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$791,445</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>4</b>	<b>4</b>	<b>4</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**RESERVE**

\$0  
\$0

**RESERVE**

\$37,500  
\$37,500

**PURPOSE & OVERVIEW:** State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY12, the City has allocated \$37,500 for this purpose.

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>\$37,500</b>
Real Estate Taxes	\$37,500	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$37,500</b>

STATUTORY ANALYSIS	SUMMARY	
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>	
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$37,500</b>	
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>	
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>	
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>		<b>\$37,500</b>



# SUMMARY: PUBLIC SAFETY

<b>FY10 ACTUAL</b>	<b>FY11 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
\$284,405	\$281,955	Animal Commission	\$288,660
\$36,678,780	\$38,617,045	Fire Department	\$39,055,065
\$40,083,140	\$42,807,310	Police	\$43,496,275
\$9,453,480	\$9,852,570	Traffic Parking & Transportation	\$10,294,470
\$84,515	\$94,925	Police Review and Advisory Board	\$103,745
\$2,657,755	\$2,894,545	Inspectional Services	\$2,992,440
\$839,220	\$870,095	License Commission	\$931,910
\$120,415	\$131,535	Weights & Measures	\$130,025
\$2,577,875	\$2,748,825	Electrical	\$2,773,865
\$179,955	\$0	Emergency Management	\$0
<u>\$3,792,170</u>	<u>\$4,119,010</u>	Emergency Communications	<u>\$4,085,420</u>
<b>\$96,751,710</b>	<b>\$102,417,815</b>		<b>\$104,151,875</b>

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
Taxes	\$80,166,670
Charges For Services	\$8,329,005
Licenses and Permits	\$6,331,050
Fines & Forfeits	\$7,884,265
Intergovernmental Revenue	\$1,246,385
Miscellaneous Revenue	<u>\$194,500</u>
	<b>\$104,151,875</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**ANIMAL COMMISSION**

\$123,630  
\$160,775  
\$284,405

\$116,695  
\$165,260  
\$281,955

**ADMINISTRATION**  
**ANIMAL CONTROL**

\$119,530  
\$169,130  
\$288,660

**PURPOSE & OVERVIEW:** The Cambridge Animal Commission, established by ordinance in 1979, continues to work toward making Cambridge a safe environment for people, domestic pets and other animals. The Animal Commission is dedicated to developing, promoting and maintaining programs related to animal control and welfare. Programs include enforcement, education and rescue services.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Attended multi-department community meetings to develop guidelines, regulations and locations for dog parks in the city and the Fresh Pond Reservoir.
- Continued pilot programs in two locations, Corcoran Park and Gold Star Mothers Park, to determine whether these areas should be utilized as shared space for off leash hours in the morning between 7:00 a.m. and 9:00 a.m.
- The Cambridge Animal Commission, with the assistance of the Cambridge Fire Department, collaborated with the Merrimac River Feline Rescue Society and the Animal Rescue League's "Spay Waggin" to host spay/neuter, micro-chipping and vaccination clinics for cats in the City of Cambridge.
- In conjunction with the Cambridge Police Department, Animal Control officers attended several community meetings, which included discussions of neighborhood problems with animals.
- Through an active dog license campaign, the Animal Commission licensed over 2,700 dogs during the 2011 licensing period. The license period runs from April 1, 2010 to March 31, 2011.
- The Cambridge Animal Commission continues to participate with the State Department of Agricultural Resources, Massachusetts Society for the Protection of Cruelty to Animals and The Animal Rescue League to submit legislation to the State House to change and improve the animal control laws in the Commonwealth.
- Sponsored a Rabies Vaccination Clinic, for dogs only, at the Public Works Department in the spring of 2011.
- Participated in a "License Day" at the Fresh Pond Reservation, to increase awareness and make the licensing process available at the Reservation.
- Successfully rescued two dogs: one from Fresh Pond and the other from the Charles River, near Magazine Beach. These rescues were possible due to the teamwork of the Cambridge Fire Department's well trained and professional dive unit, the Animal Rescue League of Boston and the Cambridge Animal

Commission. Both dogs were safe and healthy and returned to their owners.

- The Director of the Animal Commission attended a conference, "The Intersection of Domestic Violence, Elder Abuse and Animal Abuse," sponsored by The Office of the Middlesex District Attorney.
- Spoke at local U.S. Post Offices to all letter carriers concerning the "Prevention of Dog Bites" and the reporting of nuisance dogs in neighborhoods.
- Two Animal Control Officers attended a one day seminar on "Animal Issues for ACOs and Police Officers" sponsored by the Natick Police Department.
- Animal Control Officers participated in helping to train new Emergency Communication Dispatchers to respond to calls involving animals.

**FY12 GOALS**

- *GOAL 1: Enforce the provisions of the Animal Control Ordinance.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of dog licenses issued	2,723	2,500	2,700	2,700
2. Citations issued for failure to restrain, dispose, license, display license	91	110	110	110
3. Number of dogs picked up	54	30	42	40
4. Number of dogs impounded	18	6	12	6
5. Number of dogs returned to owner	45	28	62	50
6. Number of dogs and cats adopted	51	60	50	50

- *GOAL 2: Provide low cost rabies vaccination clinics for Cambridge cats and dogs.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of animals vaccinated	125	120	120	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of calls/inquiries	2,317	2,900	2,500	2,500
2. Number of quarantine in-house inspections	162	140	120	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	82	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 visits by the Animal Rescue League's "Spay Waggin" and the Merrimac Valley Feline Society to provide low cost spay/neuter services to the residents of Cambridge and to help reduce pet overpopulation.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of animals (cats and dogs) spayed/neutered	91	60	45	45

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$268,710</b>
Real Estate Taxes	\$268,710	
<b>CHARGES FOR SERVICES</b>		<b>\$200</b>
Animal Boarding	\$200	
<b>LICENSES AND PERMITS</b>		<b>\$18,000</b>
Animal License	\$18,000	
<b>FINES &amp; FORFEITS</b>		<b>\$1,250</b>
Animal Fines	\$1,250	
<b>MISCELLANEOUS REVENUE</b>		<b>\$500</b>
Sale of Animals	\$500	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$288,660</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$275,205</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$13,305</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$150</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$288,660</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>3</b>	<b>3</b>	<b>3</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**FIRE DEPARTMENT**

\$14,631,280
\$4,870,935
\$3,990,270
\$3,390,285
\$1,940,320
\$1,982,200
\$3,892,395
<u>\$1,981,095</u>
<b>\$36,678,780</b>

\$15,569,385
\$5,100,365
\$4,210,930
\$3,516,405
\$2,089,120
\$2,151,335
\$4,061,135
<u>\$1,918,370</u>
<b>\$38,617,045</b>

<b>HEADQUARTERS</b>	<b>\$16,285,265</b>
<b>LAFAYETTE SQUARE</b>	<b>\$5,047,610</b>
<b>EAST CAMBRIDGE</b>	<b>\$4,181,930</b>
<b>PORTER SQUARE</b>	<b>\$3,425,215</b>
<b>INMAN SQUARE</b>	<b>\$2,052,655</b>
<b>RIVER STREET</b>	<b>\$2,125,040</b>
<b>SHERMAN STREET</b>	<b>\$4,021,720</b>
<b>LEXINGTON AVENUE</b>	<b><u>\$1,915,630</u></b>
	<b>\$39,055,065</b>

**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 the citizens against terrorist attack. To fulfill all these responsibilities effectively, efficiently and safely, the members of the Cambridge Fire Department continually train, develop skills and prepare for aggressive action when needed to protect the city.

The Cambridge Fire Department is charged with protection of one of the most densely-populated cities in the country. Infrastructure includes one of the deepest subway tubes in North America, over 4 miles of subway; over 6 miles of waterfront; over 100 hi-rise buildings; large, labyrinthine university, industrial and mercantile buildings; over 3,600 laboratories in the universities and 80 private research facilities; and extensive areas of closely-grouped, multi-story, wood-frame multiple dwellings and apartment buildings. The Cambridge Fire Department is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer. The Department is a member of Metrofire, the Boston area fire mutual aid network. Thirty-six cities and towns, plus Massport, participate in Metrofire, providing mutual support as needed to major 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."

#### **FY11 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 57 are currently classified as Class 1. Cambridge is the only department in Massachusetts rated Class 1.
- Processing 12 new Firefighters to fill existing vacancies. Following five weeks of in-house training via the Cambridge Fire Department Training Division, these men and women will spend 12 weeks at the Massachusetts Firefighting Academy Recruit Training Program. Graduation was held March 25, 2011. Following graduation and national certification to Firefighter I/II level, these Firefighters are assigned to fire suppression companies.
- Ordered a new triple combination, 1,250 gallons per minute, 500 gallon water tank fire pump from Pierce Fire Apparatus. This pump will also have Class B foam capability and will replace the apparatus of Engine Company No. 4 in North Cambridge. Engine 4's current pump, a 1999 Pierce, will be designated as a spare pump.
- Placed in service a Ford F-350 van to replace the apparatus of Squad No. 2 in Lafayette Square. Squad No. 2 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. 2 apparatus has been redesignated as Squad 3, will be used as spare apparatus and can be placed in service for special events.
- Ongoing maintenance and repairs by the Public Construction crew have continued at all firehouses. Public 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.
- Battled and controlled several major fires during the year. A few of the notable fires include the 3 story, residential buildings on Magnolia Avenue (January); and on Union Street (February); a hi-rise apartment building on Landsdowne Street where one occupant died from injuries (March); 2 ½ and 3 story mixed commercial and residential buildings on Hampshire Street and Elm Street (May and June); a 2 story office building on Massachusetts Avenue ( August); two 2 ½ story wood-frame residential buildings on

Hubbard Avenue (August); a 3 story residential building on Adams Terrace (November); and a 2 story wood-frame, residential duplex on Magazine Street (November).

- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and Mount Auburn Hospital.
- Participated in the Mass Inoculation/SURGE mass inoculation drill at the Tobin School in cooperation with Cambridge Health Alliance. Multi-agency use of the Incident Command System was again set up and utilized during this drill.
- Continued the 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. 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 2010,” a multi-agency, multi-discipline exercise to prepare for a mass casualty aircraft incident in Boston Harbor.



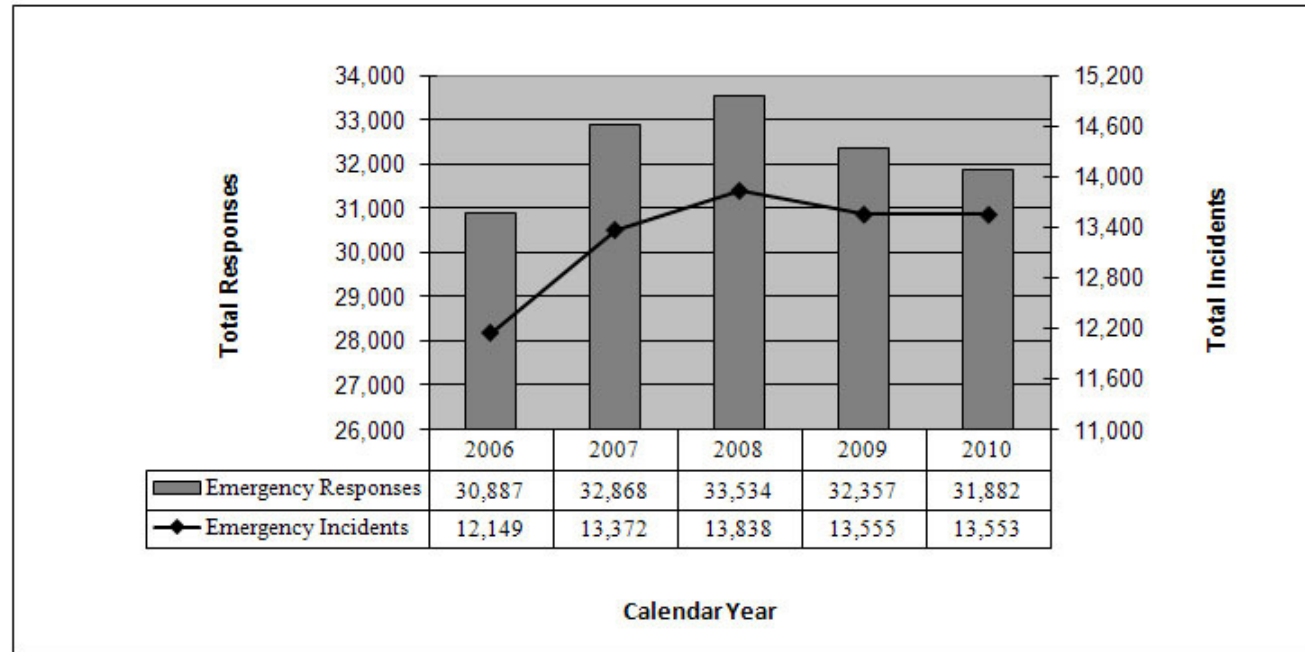
<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$38,108,515</b>
Real Estate Taxes	\$38,108,515	
<b>CHARGES FOR SERVICES</b>		<b>\$815,550</b>
Photocopy/Reproduction	\$550	
Smoke Detectors	\$50,000	
Rescue Unit Fees	\$720,000	
Fire Detail Surcharge	\$45,000	
<b>LICENSES AND PERMITS</b>		<b>\$100,000</b>
Fire Permits	\$100,000	
<b>FINES &amp; FORFEITS</b>		<b>\$4,000</b>
False Alarm Ordinance Fee	\$4,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$27,000</b>
Overtime Reimbursement	\$15,000	
Misc Reimbursement	\$12,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$39,055,065</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$37,316,340</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$1,105,225</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$523,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$110,000</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$39,055,065</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>284</b>	<b>285</b>	<b>285</b>

**Figure 1: Historical Emergency Incidents and Responses**

The figure below demonstrates the high level of readiness and comprehensive response of the Cambridge Fire Department. Despite the density of the city, complexity of related incidents, traffic conditions and simultaneous incidents, the average response time in the City of Cambridge was 4.26 minutes in 2010. National Fire Protection Association standards require a structural fire response time of 4 to 8 minutes 90 percent of the time. The American Heart Association requires a medical response time of 4 to 6 minutes.



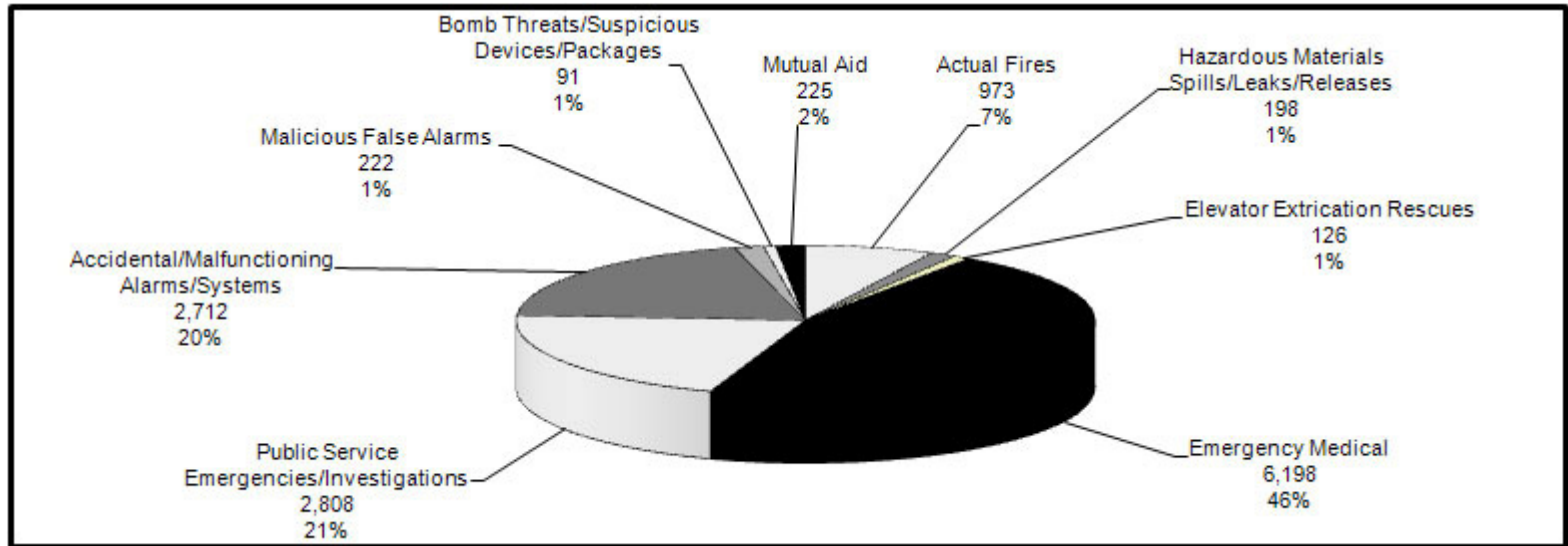
**Legend**

An **Emergency Incident** is a call 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: 2010 Emergency Incidents by Category**

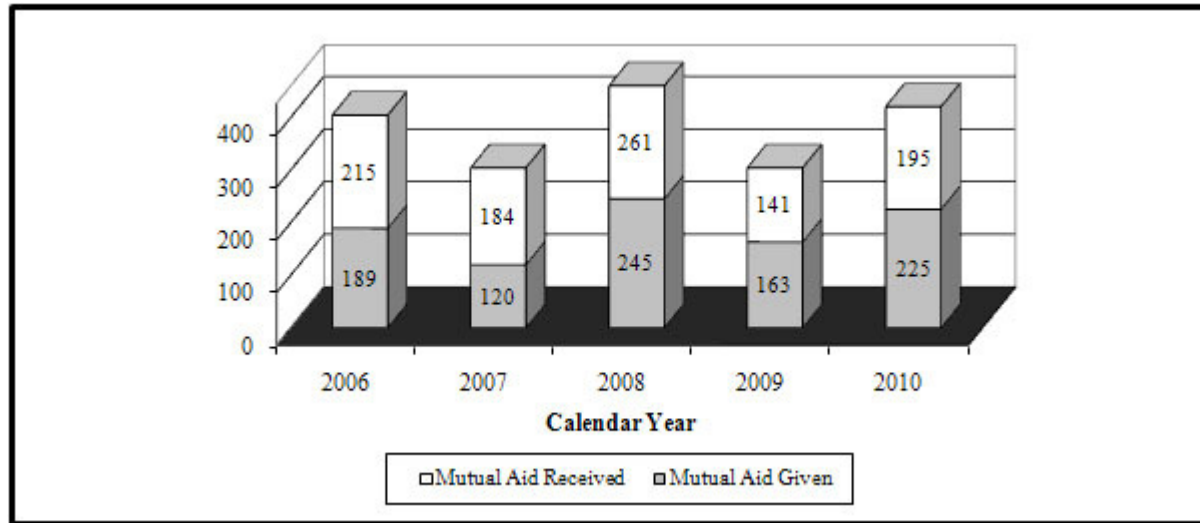
The figure below shows the breakdown by category of the 13,553 total emergency incidents that occurred in the City of Cambridge. As shown in Figure 1, these incidents had 31,882 corresponding responses, which are defined by the number of units that respond to an individual incident.



Incident Category Descriptions	# of Incidents
<b>Actual Fires</b> include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.	973
<b>Hazardous Materials Spills/Leaks/Releases</b> include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.	198
<b>Elevator Extrication Rescues</b>	126
<b>Emergency Medical</b> incidents include both life-threatening and non-life threatening incidents.	6,198
<b>Public Service Emergencies/Investigations</b> include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.	2,808
<b>Bomb Threats/Suspicious Devices/Packages</b> include calls for "bombs" as well as the investigations of unattended packages left both accidentally and maliciously. In this age of terrorism and security consciousness, the multi-tasking Police and Fire Departments, working with the CPD Explosive Ordinance Device Unit, examine suspicious packages and renders them safe if necessary.	91
<b>Accidental/Malfunctioning Alarms/Systems</b>	2,712
<b>Malicious False Alarms</b>	222
<b>Mutual Aid</b>	225
<b>TOTAL</b>	<b>13,553</b>

### Figure 3: Historical Comparison of Mutual Aid Given and Received

The Cambridge Fire Department works and trains with our Mutual Aid Fire Departments, which include Arlington, Belmont, Boston, Brookline, Somerville, Waltham and Watertown, and other cities and towns in the metro area. As part of Metrofire, Cambridge provides and receives mutual aid on a pre-arranged protocol, from 1st alarm line-boxes to 10 alarm fires, and also when requested. Mutual aid companies will cover vacant Cambridge fire houses when necessary and respond to and work at emergency incidents and fires in Cambridge. Cambridge provides the same service for mutual aid communities. Cambridge and Somerville maintain one of the oldest mutual aid agreements in the country 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, 21<sup>st</sup> 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, the men and women of suppression units continually participate in an aggressive regimen of training and review of technical firefighting, rescue, hazardous materials, anti-terrorism and medical skills. 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 2010 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 57 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	101,355	6.25	16,217	973	6,198	13,553	2,168
Syracuse, NY	155,000	26.5	5,849	989	14,934	24,599	928
Hartford, CT	124,512	18.0	6,917	1,061	15,074	22,619	1,257
Stockton, CA	337,352	118.4	2,849	472	29,643	38,885	328
Huntington Beach, CA	201,000	28.0	7,179	375	12,038	14,337	512
Milford, CT	54,000	23.7	2,278	191	4,745	7,954	336

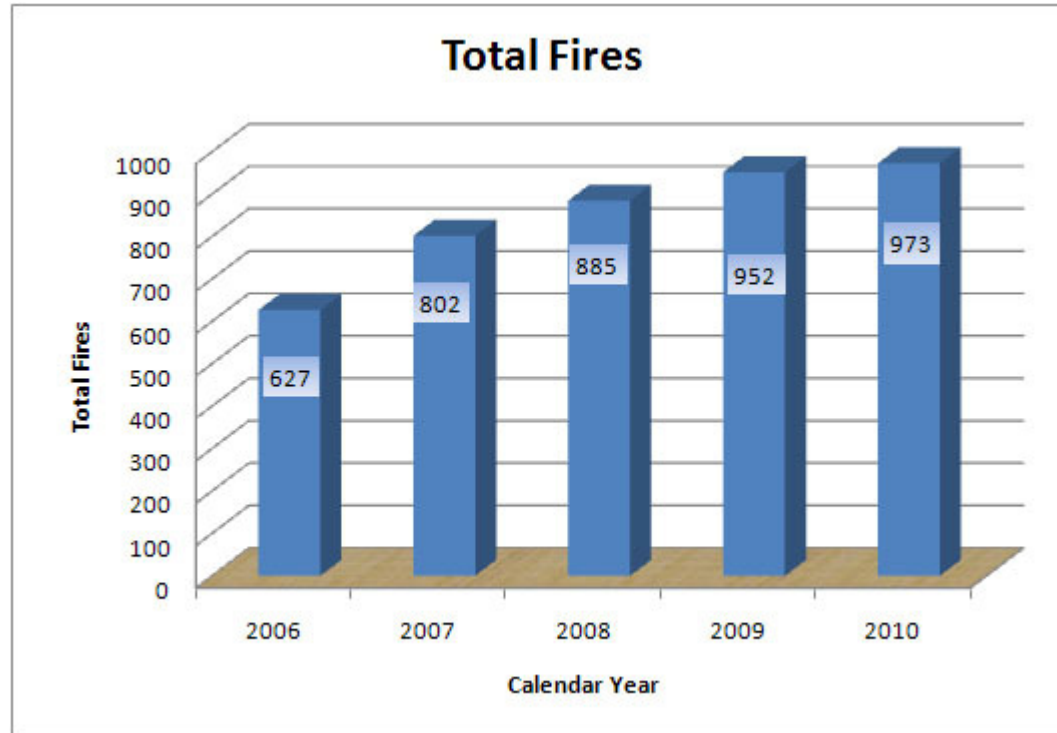
**FY12 GOALS:**

- 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 fire alarm assignment 90% of the time.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. First response to fire emergency within four minutes	98%	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 973 total fires occurring in 2010. 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 major structure fires were battled and controlled during the year, which included both residential and commercial occupancies. A spectacular fire on Hubbard Avenue, with two buildings well-involved in fire on arrival of the first-due companies, was quickly contained and extinguished by assigned companies.



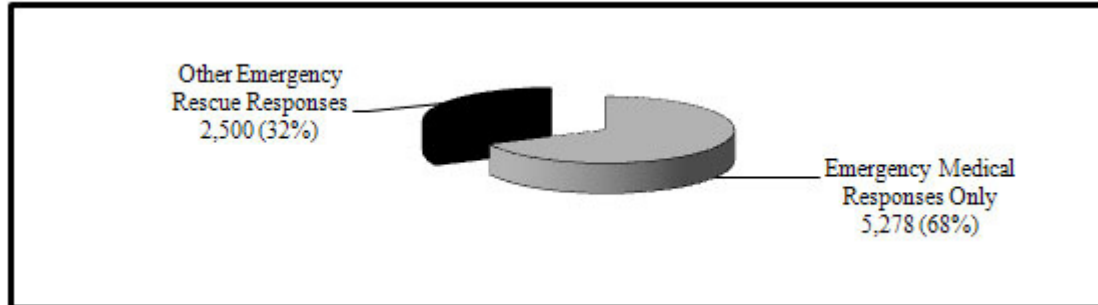


- **GOAL 2:** *Deliver emergency medical services (EMS) in a professional and timely manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	90%	95%	90%

**Figure 6: Calendar Year 2010 Fire Paramedic Unit Responses**

Cambridge Fire Paramedic Units responded to 7,778 emergency incidents in 2010. 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).



<b>Legend</b>
<b>An Emergency Medical Responses Only</b> are the responses to incidents that range from the life-threatening cardiac situation or difficulty breathing to the non-life threatening but serious injury bone fracture or fallen victim.
<b>Other Emergency Responses</b> are responses to incidents that are characterized as fires, natural gas leaks, motor vehicle accidents, construction equipments accidents, elevator entrapments wand water rescues

- *GOAL 3: Maintain equipment in a state of readiness to handle emergency operations.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of active hydrants tested	1,800	1,800	1,840	1,840
2. Percentage of active hydrants tested annually	100%	n/a	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 Fire Prevention Laws, Regulations and Building Codes. Two major functions of the Bureau are review of engineered building plans for all life safety systems and inspection and testing of any installation, alteration, modification or repair to any fire alarm, sprinkler or suppression system. Additional responsibilities include:

Issuance of permits as mandated by MGL Chapter 148; 527CMR (Board of Fire Prevention Regulations); and 780CMR (Massachusetts State Building Code); 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 compliance law and supervising the smoke detector inspection program conducted by fire suppression personnel; Conducting inspections for the issuance of Certificate of Occupancy and Smoke Detector Certifications; 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 and supervising the inspection by suppression forces; Providing the necessary resources required for public events; Performing inspections of restaurants and nightclubs as part of the City Manager's License Task Force; Investigating and mitigating complaints received from the public, other City agencies and the fire suppression forces that involve fire hazard and life safety code violations.

The Bureau of Fire Prevention reports directly to the Chief of Department. The division is staffed with one Deputy Chief, two Fire Captains and one Fire Lieutenant.



- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters	536	470	540	540
2. License Commission compliance inspections	90	100	350	350
3. License Commission Task Force inspections	260	200	140	200
4. Complaint investigations	45	50	80	80
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,025	1,000	1,080	1,100

- *GOAL 2: Issue assorted permits.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Annual storage of flammable liquids and gases, # of permits	472	450	470	472
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	534	600	600	600
3. Cutting/welding operations	276	250	400	450
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	153	75	60	75
5. Storage tank compliance permits including installation, removal and safe operation	79	75	84	85

■ **GOAL 3:** *Conduct Fire Protection Plan reviews and assessments.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Major projects and developments	15	20	16	20
2. Renovations and improvements	329	250	320	330

**TRAINING DIVISION**

**PURPOSE & OVERVIEW:** The Training Division of the Cambridge Fire Department is tasked with ensuring that all the members of the Cambridge Fire Department continue to improve their knowledge, capabilities and skills so as to provide the best possible services to the citizens and guests of the City of Cambridge. This includes Firefighters with 30 plus years of service and those who have just joined the Department. The Cambridge Fire Training Division, along with the Administrative Fire Staff and the ranking Line-Duty Fire Officers, continuously assess the needed skills and expertise that will most enhance Cambridge Firefighter competencies. This assessment includes information gathered from many professional organizations and topics taken from our daily headlines, such as “Chemical Suicides,” that could put the public in jeopardy. Laws change and these changes must be addressed. New products and technologies are introduced that may affect life safety, which demand that training be conducted in those areas. Responsibilities and specific mandatory codes of conduct and ethics must be reviewed. With limited time and resources, the selection process for training topics must be thorough.

In assessing the Cambridge Fire Department training needs, it must be noted that nearly 50% of the Cambridge Fire Department Emergency responses are now of a medical nature. To address this issue, the Fire Department based Emergency Medical Services for the City of Cambridge has assigned a Training Officer specifically to Paramedic and Emergency Medical Services training. More and more training time is dedicated to this critical aspect of the Cambridge Fire Department response. Paramedic skills maintenance and the review of instructions of Statewide Treatment Protocols are now fundamental aspects of the Cambridge Fire Department Training Division. Add to this a leading edge, innovative, overall partnering with community Hospitals and other Health Care Providers in the City, and it is easy to understand the amount of time and resources necessary to train the Cambridge Fire Department responders.

In the next year, more medical training will be done on cardiac emergencies, patient assessment, airway management, drug abuse and overdose, burns, Mass Casualty Incidents and crush injuries. The mandatory State recertification refresher course will also be offered during calendar year 2011. This combines an online computer portion with a hands-on examination for all Department Emergency Medical Technicians. Often, other medical training concerns will arise, driven by current events, changes mandated by the State Office of Emergency Medical Services, developments learned from recent medical trends, or concerns in the City or across the nation. These issues necessitate immediate attention.

Even with the high percentage of medical incidents, the core mission of the Fire Service is to fight fires. Although the City may not statistically experience the number of fires it has in past decades, the result of any one fire has the potential for devastating effects. The Cambridge Fire Department Training Division continuously offers classes in basic firefighting skills. Each year, building blocks of the foundation of firefighting are reviewed and more tactics, strategies and capabilities are added. In the coming year, on the firefighting side of the Cambridge Fire Department Training Division, classes and instruction will include pump operations, ladder operations, high rise firefighting, vertical and horizontal ventilation, rapid intervention actions and review of the Cambridge Fire Department accountability procedure. Firefighting skills classes involve hands on training whenever possible.

Individual Fire Company Officers are relied upon to drill their crews on fireground techniques. The Fire Company Officers work diligently with their members to develop skills and capabilities as a team. Company Captains coordinate this level of training with their Lieutenants to ensure a high standard of capabilities on all shifts. Training Bulletins, organized familiarizations of target hazards and neighborhood walk-through trainings are also used as tools by the Cambridge Fire Department Training Division. Fire training also includes specialized tasks that are assigned to specific companies. These upcoming specialty classes will include high angle rescue, trench rescue, collapse rescue, radiological response and decontamination procedures.

Other duties that are the shared responsibility of all Cambridge Public Safety Officers, for which the Fire Department often takes the lead in the Unified Command Structure, include hazardous materials response and some potential weapons of mass destruction response. That particularized training with the Cambridge Police will continue in this coming year. Valuable response training has come about in the Police led Special Response Team and Explosive Ordnance Unit areas. These training areas have also integrated the National Incident Management System along with the Incident Command System.

The City of Cambridge, as a member of a Homeland Security Tier I Urban Area Security Initiative and, with an ISO\* Class I rated Fire Department, must constantly evaluate itself to ensure a continued high level of service to the community. The Cambridge Fire Department Training Division believes in that goal and with the continued support of the Fire Department Administration will attempt to sustain that high level of service.

\* Representatives and protection specialists from Insurance Services Office (ISO) survey communities nationwide, gathering and analyzing relevant data in order to assign a Public Protection Classification (PPC), ranging from Class 1 to Class 10, Class 1 indicating superior property fire protection, and Class 10 indicating minimal or no fire protection. Nearly all insurers of residential and commercial property use ISO's Public Protection Classification as a factor in calculating premiums.

**FY12 GOALS:**

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Cumulative number of training hours	81,900	80,000	76,000	80,000
2. Number of training hours for uniform personnel	315	325	300	325
3. Number of training bulletins issued	30	30	32	30

**EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)**

**PURPOSE & OVERVIEW:** In compliance with the Superfund Amendment and Reauthorization Act (SARA-Title III), the City of Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of a handful of fully certified LEPCs in the Commonwealth of Massachusetts. 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 of Cambridge for future potential incidents. The ongoing training and preparation exercises that occur across the various disciplines within the City enhance the overall capacity of the City to plan for, respond to and effectively manage emergency incidents that may occur. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge. 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 DPW; Works closely with the Environmental Health & Safety staff of numerous facilities in the city to ensure compliance with assorted regulations; Represents the Cambridge Fire Department on the City of Cambridge Special Events Committee; 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of personnel trained	280	280	270	280
2. Number of Hazmat Exercises held	4	4	6	6

- *GOAL 2: Conduct fire safety programs for schools, industry, the elderly and as requested.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of fire safety programs held	108	300	275	300
2. Elderly housing residents attending fire safety programs	132	150	130	140
3. School students attending fire safety programs	1,915	5,000	2,000	2,400
4. Industry personnel attending fire safety programs	630	200	550	550
5. Total number of individuals attending all classes	2,677	5,350	2,840	2,945

- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of site visits	28	35	25	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of members of CAFD	14	15	10	10
2. Number of training sessions	74	95	48	48

**TECHNICAL SERVICES**

**PURPOSE & OVERVIEW:** The Technical Service Division (TSD) is responsible for purchasing and maintaining the fire apparatus and equipment that are in use every day by the members of the Cambridge Fire Department. The TSD is responsible for the maintenance and operations of eight fire houses. This includes the internal systems and the exterior envelope of the building. The TSD also provides Information Technology (IT) services to the Department members and is part of a Public Safety IT Team which manages all of the computers, servers and other IT equipment. The TSD procures, maintains and calibrates the various sampling devices and meters used by the Fire Department's Hazardous Materials Team.

The Motor Squad works under the umbrella of the TSD and provides repair and regular maintenance to the Department's vehicles, which range from fire apparatus, small trucks and sedans to marine units. The TSD also prepares specifications for the renovation of existing apparatus and specifications of new apparatus purchased by the Fire Department.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**POLICE  
-Summary**

\$2,013,135	\$2,082,180
\$27,537,700	\$29,530,480
<u>\$10,532,305</u>	<u>\$11,194,650</u>
<u>\$40,083,140</u>	<u>\$42,807,310</u>

<b>LEADERSHIP</b>	\$2,116,675
<b>OPERATIONS DIVISION</b>	\$29,971,200
<b>SUPPORT SERVICES</b>	<u>\$11,408,400</u>
	<u>\$43,496,275</u>

**PURPOSE & OVERVIEW:** The Cambridge Police Department is committed to providing the citizens of Cambridge 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.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY12 Police Budget reflects a \$157,000 increase in the other ordinary maintenance category to cover the lease cost of a fleet garage and additional fuel costs.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:** In 2010, customer satisfaction responses collected from incident reports rated the Department at 91% satisfaction with Overall Response and 98% satisfaction with Professionalism of Officer Conduct (See Figure 4: Quality of Service Assessment for the full rating). Several initiatives were 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, one of the major department initiatives embarked upon during 2010 that will carry us through FY12 is the strategic planning initiative. The Police Department is identifying key initiatives, major goals and measurable steps for assessing service delivery to the residents of and visitors to Cambridge.

- The Cambridge Police Department continued to address the issues of importance to the residents and businesspersons of the Central Square area. In past years, the drug trade was a major concern but the efforts of the Special Investigation Unit in 2009 greatly reduced the impact drug trafficking had on the Square and police efforts were refocused in 2010 to address the homeless/nuisance problem and enhancements to crime prevention efforts. Uniformed Cambridge Police Officers were assigned to Central Square in greater numbers this year to engage the population to ascertain the most prevalent problems and the most problematic locations. The officers then concentrated on those areas, targeting those most responsible for the nuisance activity. While some officers focused on public drinking and aggressive panhandling, others performed directed patrols targeting motor vehicle violations throughout the Square. Zero tolerance for those who continued to exhibit inappropriate behavior resulted in an increase in arrests for quality of life issues throughout Central Square.

- The total number of arrests in Central Square increased by 9.4% from 459 in 2009 to 502 in 2010. With an increase in arrests, there were fewer calls for service due to a greater police presence. As a result of this collaboration, the Central Square Business Association honored Officer William Barnes, Officer Eric Helberg, Officer Evelyn Kantor-Lugo and Officer Matthew Price at the annual CommUNITY Luncheon for their tireless efforts to improve the quality of life in Central Square.
- To support the Department's goals of building and maintaining relationships and solving problems in the community that affect public safety, the Department has increased the number of ways that the community can provide feedback through our Quality of Service Community Survey. The Quality of Service Community Survey is available online at [www.cambridgepolice.org](http://www.cambridgepolice.org) and at all Cambridge Public Libraries. The survey was put online at the beginning of January 2011 and, thus far, 175 people have taken the survey; of those people, 97.1% of respondents said that the Cambridge Police Department was doing excellent, very good, good or fair. The Department expects to see an increase in the number of surveys submitted due to enhanced communication efforts, which in turn will allow the Cambridge Police Department to enhance its efforts to address the community's concerns.
- To better serve the community, the Cambridge Police Department has invested in a Cyber Crime Unit to address computer crime related incidents and fraudulent identity crimes. The establishment of this unit provides a better resource for investigators and the victims of these crimes. Recently, the unit worked closely with a local bank to recover funds from a counterfeit check which was traced back to a bank in Hong Kong. The unit has assisted Domestic Violence detectives with text message recovery from cell phones for evidentiary purposes. The unit is currently working on an organized identity theft ring that is responsible for over 200 victims across Massachusetts and losses to stores and banks all over the East Coast. The unit works closely with the Middlesex District Attorney's Office on the prosecution of several Child Pornography cases. The Department will continue to expand its expertise to aid victims of cyber crimes.
- The Cambridge Police Department held the first open house in the new Robert W. Healy Public Safety Facility and Cambridge Police Memorial/911 Memorial Dedication on September 11, 2010. The Department honored 4 Cambridge Police Officers who were killed in the line of duty as well as the 23 New York City Police Officers and 37 Port Authority Police Officers who died in the collapse of the World Trade Center. The open house offered residents tours of the state-of-the-art facility, interactive demonstrations and the Sentry Kids Fingerprinting System, which provides the ability to electronically photograph and fingerprint children and print a document for the parents of the child in the event that an identification is necessary. The ceremony concluded with the memorial dedication.
- The Department, in collaboration with the Department of Human Services Programs (DHSP) and the Cambridge Health Alliance (CHA), has successfully initiated a Safety Net Collaboration, a diversion program for Cambridge youths and their families. Safety Net is founded on the understanding that coordinated collaboration and follow-through among families and community agencies is necessary in order to meet the needs of at-risk youth. This model is supported by the Office of Juvenile Justice and Delinquency Prevention as a framework for improving the delivery of services to youth in the juvenile justice system. The goal of the Safety Net initiative is to identify those children and teens in our



community who may be at-risk for problematic or unsafe behavior and link them to the supports and services they need. The professionals involved in Safety Net reach out to families to develop an action plan tailored to meet the unique needs of the child. Examples of services and components of Safety Net include: screening for mental health problems; linkages to formal mental health services and supports, mentoring and youth development activities; increased support in the schools; a juvenile diversion program; and restorative justice. This program allows the various partners to provide at-risk youth and their families with various resources and services to assist them in navigating the system. The Department also participated in various programs offered throughout the city that provided direct contact with youth and families, thereby extending its youth outreach. Various officers were assigned to these programs including, Area IV Youth Center Sports Camp, Girls Empowerment Programming at Frisoli Youth Center, Gately Youth Center “Night Court” Basketball League, West Cambridge Youth Camp Partnership and the North Cambridge Youth Soccer League sponsored by the Vineyard Church.

**2010 CAMBRIDGE CRIME OVERVIEW:** The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery and aggravated assault, as well as the property crimes of burglary, larceny and auto theft. The Crime Index was developed by the FBI's Uniform Crime Reporting program to standardize the way in which law enforcement agencies report crime statistics.

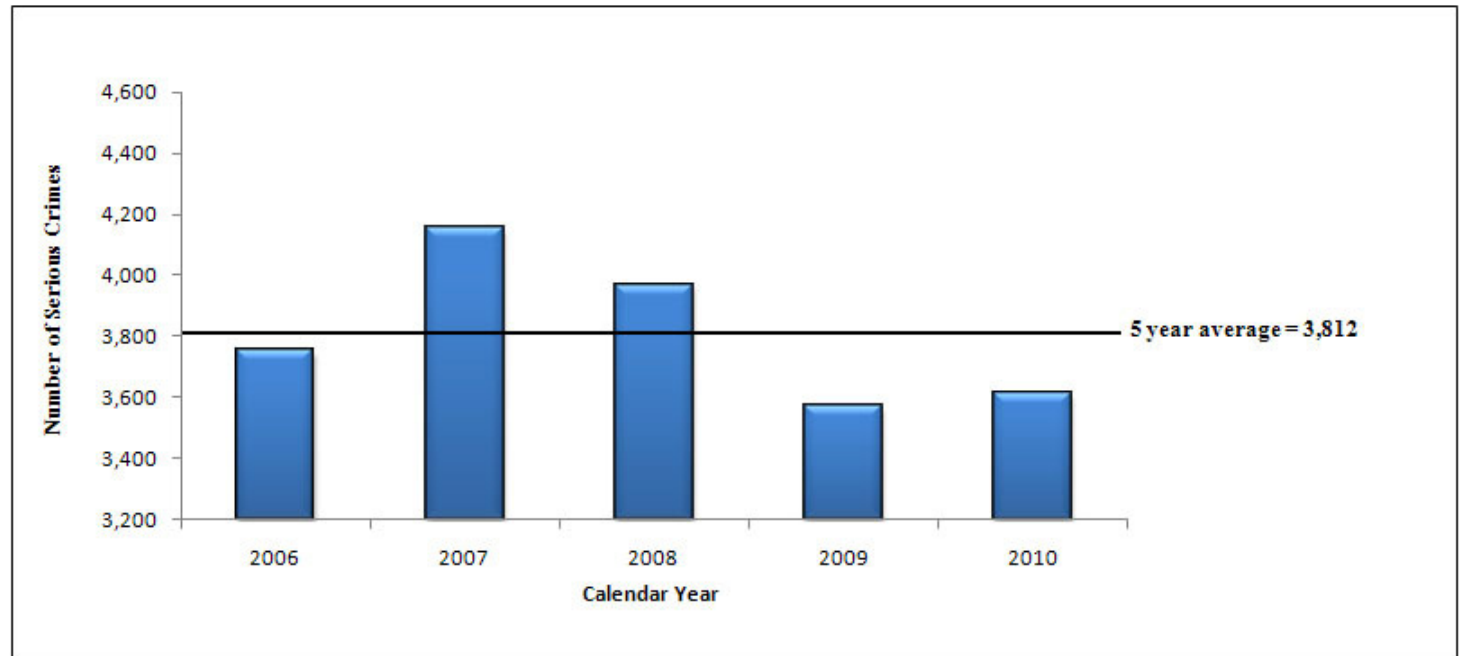
**Table 1: The table below identifies selected offenses comparing the 2009 to 2010 Crime Index**

<b>Crime</b>	<b>2009 Jan.-Dec.</b>	<b>2010 Jan.-Dec.</b>	<b>Percentage Change</b>
<b>Murder</b>	<b>2</b>	<b>0</b>	<b>-100%</b>
<b>Rape</b>	<b>20</b>	<b>23</b>	<b>15%</b>
<b>Robbery</b>	<b>172</b>	<b>163</b>	<b>-5%</b>
Commercial	21	22	5%
Street	151	141	-7%
<b>Aggravated Assault</b>	<b>255</b>	<b>251</b>	<b>-2%</b>
<b>Total Violent</b>	<b>449</b>	<b>437</b>	<b>-3%</b>
<b>Burglary</b>	<b>429</b>	<b>453</b>	<b>6%</b>
Commercial	86	87	1%
Residential	343	366	7%
<b>Larceny</b>	<b>2,496</b>	<b>2,555</b>	<b>2%</b>
From Building	321	393	22%
Motor Vehicle	913	784	-14%
From Person	331	342	3%
Of Bicycle	284	380	34%
Shoplifting	368	365	-1%
From Residence	185	192	4%
Of MV Plate	39	43	10%
Of Services	28	31	11%
Misc.	26	25	-4%
<b>Auto Theft</b>	<b>196</b>	<b>169</b>	<b>-14%</b>
<b>Total Property Crime</b>	<b>3,121</b>	<b>3,177</b>	<b>2%</b>
<b>Crime Index Total</b>	<b>3,570</b>	<b>3,614</b>	<b>1%</b>

The 3,614 serious crimes recorded in Cambridge in 2010 is the second lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. This number corresponds to an increase of 1% (44 more incidents) over the number reported in 2009. This increase can be attributed to slight increases in roughly half of the major crime types. Property crime rose 2%, which was due to small increases reported in burglaries and larcenies. Violent crime declined by 3%, with decreases reported in robbery and aggravated assault. The violent crime total of 437 incidents in 2010 was the second lowest violent crime total Cambridge has experienced in over 25 years. Also of note is that no murders were reported in Cambridge in 2010. The national murder average is roughly 10 per year in cities of 100,000 people. However, there was a significant increase in larcenies from buildings and of bicycles, for which the Department is working on deployment strategies to impact these types of crimes (See Figure 7).

**Figure 1: Historical Trends for Total Crime Index**

The total crime index reported in 2010 is the second lowest total reported in the City of Cambridge in over 40 years. This total of 3,614 incidents is also below the five-year average of 3,812.



**NATIONAL/REGIONAL CRIME COMPARISON:** A comparison of Cambridge’s 2009 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: 2009 Crimes Per 100,000 Residents in Cities of 94,000-106,000 People, Nationwide**

The table reflects selected cities with populations between 94,000 – 106,000 nationwide and total crimes reported. (Data source: Crime in the United States 2009, U.S. Department of Justice - F.B.I.)

<i>City</i>	<i>Murder</i>	<i>Rape</i>	<i>Robbery</i>	<i>Assault</i>	<i>Burglary</i>	<i>Larceny</i>	<i>Auto Theft</i>	<i>Total</i>
Mission Viejo, CA	0	5	38	52	221	899	44	1,259
Daly City, CA	1	18	102	119	317	1,126	310	1,993
Cary, NC	0	12	48	72	469	1,454	82	2,137
Quincy, MA	5	20	96	263	478	1,145	136	2,143
Frisco, TX	2	15	13	78	357	1,627	74	2,166
Carlsbad, CA	5	26	53	203	446	1,327	135	2,195
Livonia, MI	3	16	40	117	341	1,580	311	2,408
Surprise, AZ	1	9	37	64	532	1,706	167	2,516
Woodbridge Township, NJ	1	7	61	70	278	1,919	180	2,516
Arvada, CO	2	30	36	122	402	2,057	237	2,886
Burbank, CA	1	22	93	137	499	1,829	335	2,916
Boulder, CO	5	32	51	157	564	2,093	119	3,021
South Gate, CA	10	19	360	177	377	1,070	1,124	3,137
Green Bay, WI	1	66	87	319	637	1,980	125	3,215
Ventura, CA	5	18	125	220	615	2,276	177	3,436
Erie, PA	4	83	121	264	1,013	1,853	152	3,490
<b>Cambridge, MA</b>	<b>2</b>	<b>20</b>	<b>172</b>	<b>255</b>	<b>429</b>	<b>2,496</b>	<b>196</b>	<b>3,570</b>
Sandy, UT	2	22	23	120	565	2,685	206	3,623
Fairfield, CA	6	23	193	215	779	2,077	390	3,683
Richardson, TX	0	12	109	109	919	2,372	284	3,805
Gary, IN	49	47	289	276	1,493	1,069	846	4,069
<b>Average</b>	<b>8</b>	<b>31</b>	<b>189</b>	<b>293</b>	<b>814</b>	<b>2,496</b>	<b>384</b>	<b>4,216</b>
Pueblo, CO	13	31	165	688	1,311	1,736	345	4,289
Gresham, OR	0	37	153	192	572	2,747	669	4,370
Compton, CA	36	36	509	876	768	1,355	928	4,508
Odessa, TX	5	36	189	557	1,084	2,834	191	4,896
Albany, NY	9	49	327	622	876	3,149	239	5,271

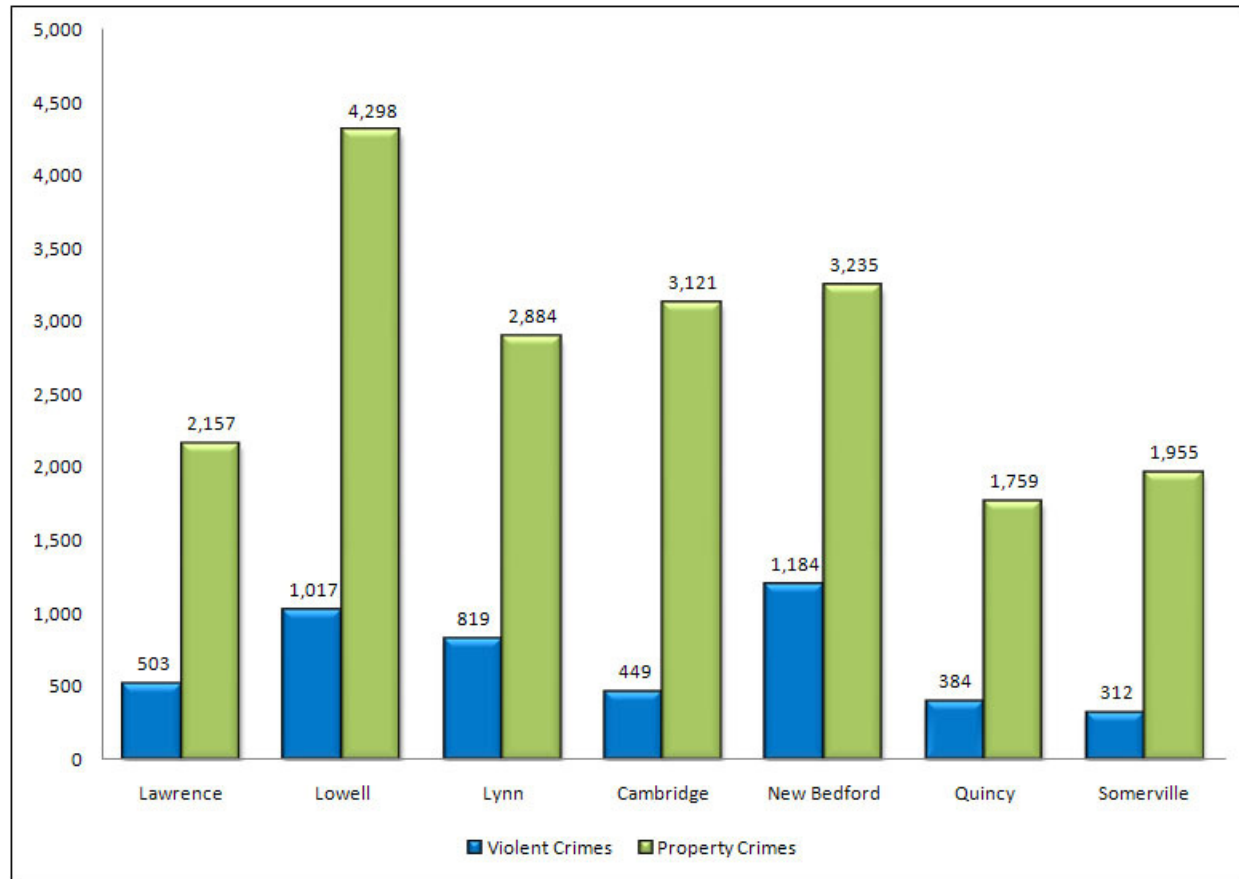
**Table 2: Continued**

Richmond, CA	47	44	407	597	1,486	1,533	1,421	5,535
Clearwater, FL	3	43	275	603	802	3,617	301	5,644
Davenport, IA	3	47	221	468	1,097	3,866	192	5,894
Wichita Falls, TX	11	46	157	306	1,277	4,011	330	6,138
West Palm Beach, FL	19	42	376	468	1,291	3,645	429	6,270
Portsmouth, VA	17	20	351	319	1,184	4,163	296	6,350
Wilmington, NC	4	50	306	454	1,626	4,119	491	7,050
Berkeley, CA	6	27	444	138	1,079	4,661	727	7,082
North Charleston, SC	10	55	376	552	1,024	4,510	606	7,133
Everett, WA	2	51	263	294	1,099	5,070	779	7,558
Macon, GA	18	28	342	316	1,814	4,679	625	7,822

For additional crime reporting statistics, please visit our Website at [www.CambridgePolice.org](http://www.CambridgePolice.org) to view the 2010 Annual Crime Report available online.

**Figure 2: Regional Crime Comparison - 2009**

The chart below reflects a crime comparison among regional communities by violent and property crime. The crime information is based on 2009 data because official data for 2010 is not yet available.

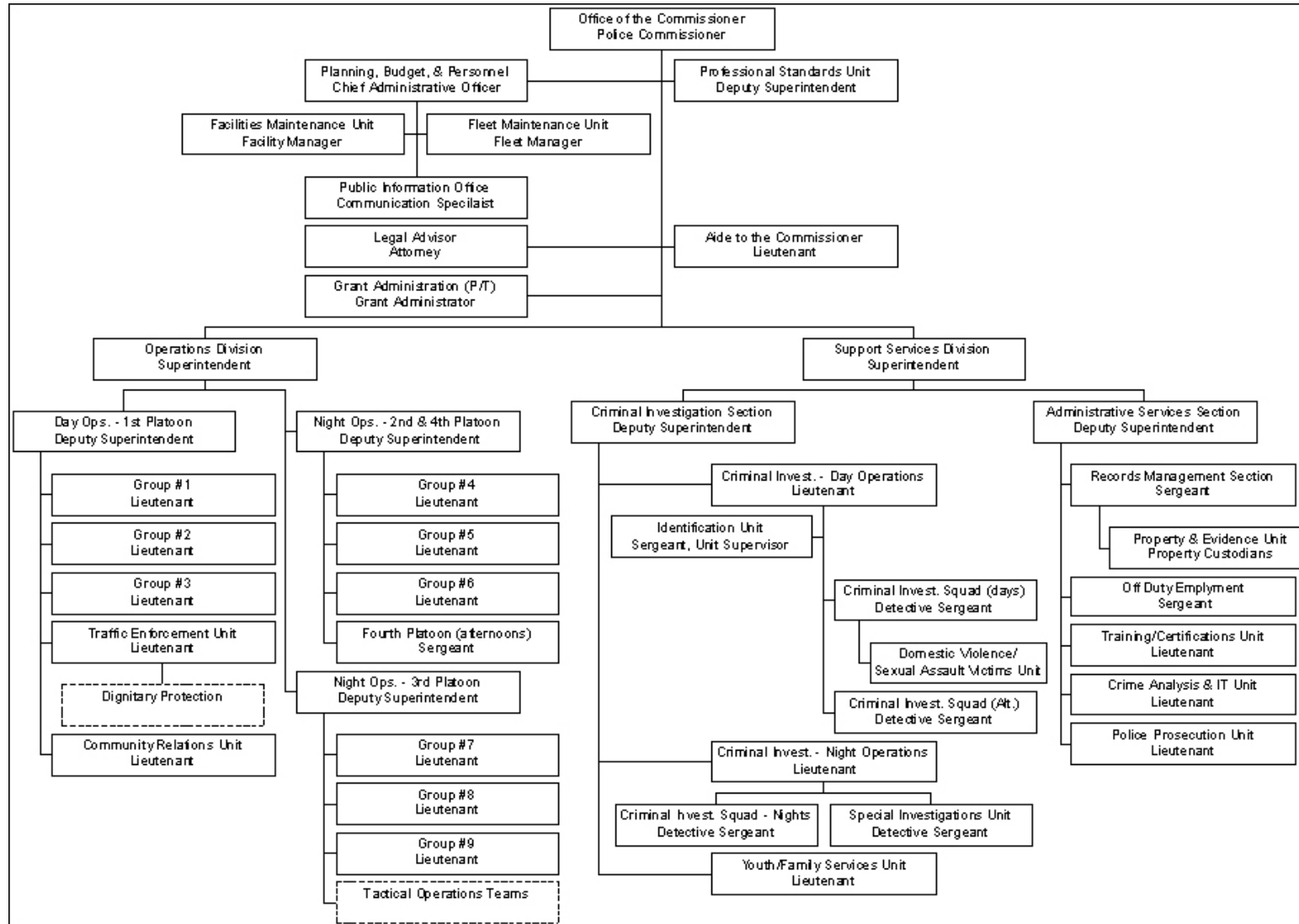


<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$37,546,635</b>
Real Estate Taxes	\$37,546,635	
<b>CHARGES FOR SERVICES</b>		<b>\$1,613,355</b>
Parking Fund Parking Usage	\$1,116,355	
Photocopy/Reproduction	\$6,000	
Towing Surcharge	\$75,000	
Police Detail Surcharge	\$400,000	
Police Agency Fee	\$16,000	
<b>LICENSES AND PERMITS</b>		<b>\$124,765</b>
Street Obstruction Permits	\$122,065	
Sunday Permits	\$500	
Firearms I.D.	\$400	
Revolver Permit	\$1,800	
<b>FINES &amp; FORFEITS</b>		<b>\$3,207,925</b>
Parking Fines	\$2,603,425	
Moving Violations	\$550,000	
False Alarm Ordinance Fee	\$50,000	
Bicycle Fines	\$4,500	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$966,595</b>
State Cherry Sheet Revenue	\$856,605	
Cherry Sheet-Police Career In	\$109,990	
<b>MISCELLANEOUS REVENUE</b>		<b>\$37,000</b>
Overtime Reimbursement	\$37,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$43,496,275</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$40,745,725</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$2,066,950</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$291,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$392,100</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$43,496,275</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>311</b>	<b>311</b>	<b>311</b>

# Cambridge Police Department Organizational Chart





ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**POLICE  
-Leadership**

\$1,045,450	\$1,003,555
\$470,480	\$597,235
<u>\$497,205</u>	<u>\$481,390</u>
\$2,013,135	\$2,082,180

**COMMISSIONER'S OFFICE  
PLANNING, BUDGET & PERSONNEL  
PROFESSIONAL STANDARDS**

**\$730,275  
\$599,345  
\$787,055  
\$2,116,675**

**PURPOSE & OVERVIEW:** The Cambridge Police Department continues to maintain its commitment to being a first class organization that provides high quality services to the city, a good workplace for its officers and civilians, and a Department that operates effectively and efficiently. The Department continues to expand services that impact the quality of life for residents. New programs include the Prescription Drop Off Program, a commitment to enhanced communication to various age groups through Facebook, Twitter, BridgeStat and Citizen Observer, and many other collaborations to impact services in Cambridge.

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 officer performance remain the primary responsibilities of the Professional Standards Unit (formerly Quality Control). As the Department strives to improve, this unit conducts various audits and inspections of its procedures, monitors compliance with Department requirements and tests 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 daily public log, citizen alerts and neighborhood specific crime reports. The Planning, Budget & Personnel Office's primary responsibilities are to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy 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 membership, changed its modality of policing within the city. Through the use of crime data and calls for service, we undertook a blended approach, deploying more resources in a variety of different methods. We continue to look for ways to increase 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

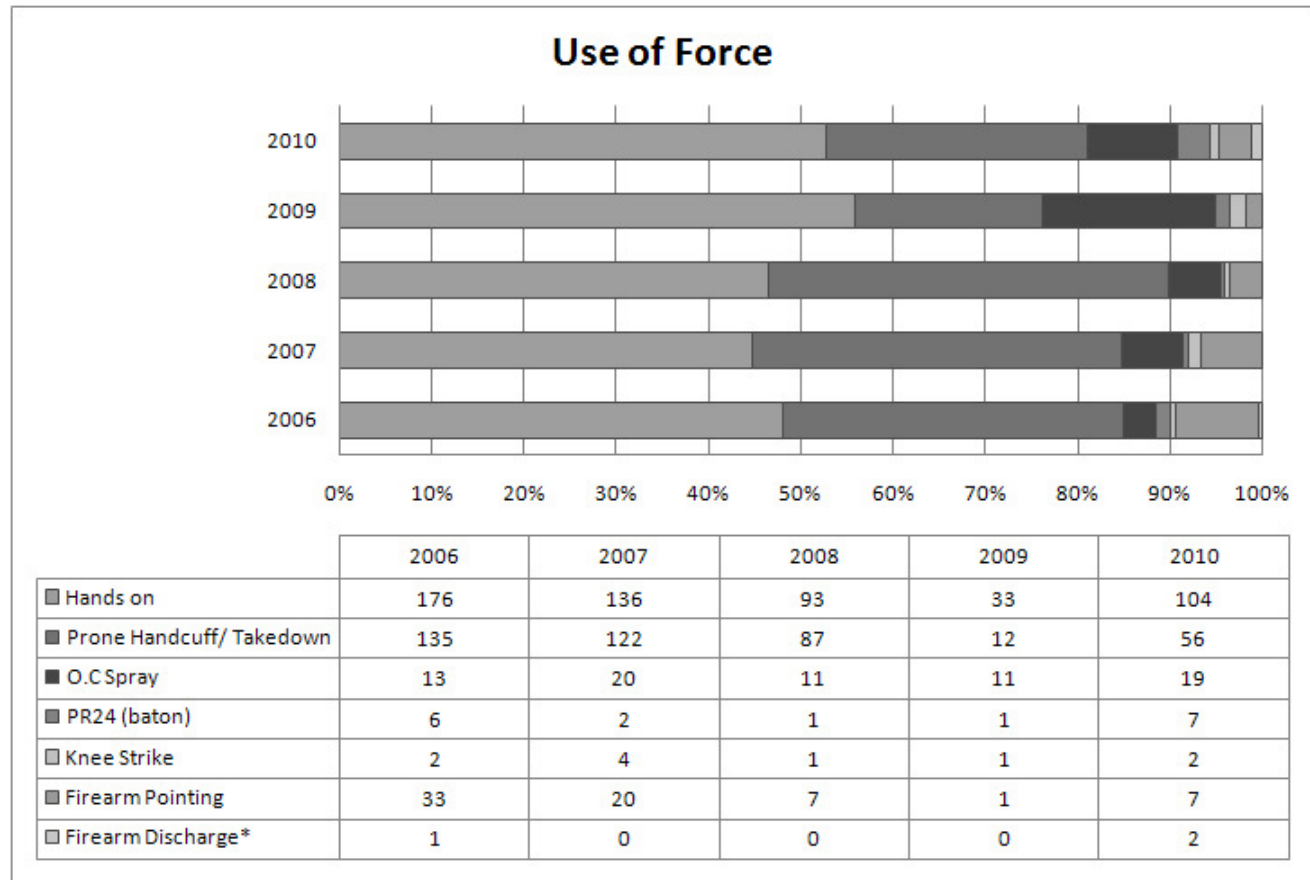
patrols and bicycle patrols during the summer months, to ensure public safety in the parks and to report safety concerns such as lights out, clean ups needed and broken equipment to appropriate departments. In addition, officers deployed on bicycles attended community events, summer sports leagues and summer camp programs. This approach enhanced communication with our residents, those who operate businesses, work, attend school and visit the city.

In an effort to improve accountability, the Commissioner felt it was necessary to expand and clarify reporting regarding all instances of use of force, as a better practice to account to the community and reduce the risks to the City of Cambridge. Use of force reports allow the Commissioner to monitor the number of incidents by individual officers, geographic areas or organizational units. The reports provide a basis for periodic administrative review to determine whether proper procedure is being followed when force is used. Analysis of use of force by police is regularly discussed in criminal justice agencies and academia. However, it is very difficult to obtain a consistent sample because different law enforcement agencies capture and define use of force incidents differently.

In 2010, the Cambridge Police Department responded to over 100,000 calls for service. There were 197 reported incidents where force was used in 2010; that is below the five year average of 237. 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 forces 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.



\*In FY10, the two incidents of firearm usage were in relation to animals.

**FY12 GOALS:**

- *GOAL 1: Improve relationships with the community by continuously assessing the level of service provided by the Department. These assessments will be undertaken using proactive, reactive and collaborative efforts. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence relationship between the police and the community.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of administrative audits conducted by staff	7	8	9	10
2. Complete "quality of service" assessment forms - incident reports and investigation follow up	250	300	325	300
3. Complete "quality of service" assessment forms - m/v stops	250	300	300	300
4. Conduct field inspection audits	63	60	60	50

**Figure 4: Quality of Service Assessment**

The table below indicates customer satisfaction responses collected from incident reports in FY06, FY07, FY08, FY09 and FY10. The percentages listed vary depending upon who responds to surveys, as opposed to a scientific survey that would more accurately reflect the overall opinions of all customers interacting with the Cambridge Police Department. Percentages include those responses rating each service as excellent, good or average.

Types of Service Rated	FY06	FY07	FY08	FY09	FY10	% Change (FY06-FY10)
Timeliness of Officer Response	96%	84%	87%	97%	94%	-2%
Officer's Response to Questions	95%	95%	97%	98%	97%	2%
Professionalism of Officer Conduct	96%	97%	99%	100%	98%	2%
Cases Followed up by Detectives	64%	57%	58%	85%	85%	21%
Responsiveness of Detective	87%	51%	53%	86%	92%	5%
Overall Response by Department	89%	78%	94%	91%	91%	2%

**POLICE  
-Operations Division**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$6,239,190	\$6,633,880	<b>DAY PATROL</b>	\$7,474,755
\$15,141,105	\$16,136,450	<b>NIGHT PATROL</b>	\$15,829,995
\$2,351,050	\$2,710,785	<b>TRAFFIC</b>	\$2,420,060
\$127,590	\$185,100	<b>COMMUNICATIONS</b>	\$195,100
\$3,131,500	\$3,353,155	<b>COMMUNITY RELATIONS</b>	\$3,472,050
\$478,200	\$439,110	<b>SCHOOL CROSSING</b>	\$504,240
<u>\$69,065</u>	<u>\$72,000</u>	<b>TACTICAL OPERATIONS</b>	<u>\$75,000</u>
<b>\$27,537,700</b>	<b>\$29,530,480</b>		<b>\$29,971,200</b>

**PURPOSE & OVERVIEW:** As the Department's primary and most visible staff resource, this 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 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, 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.

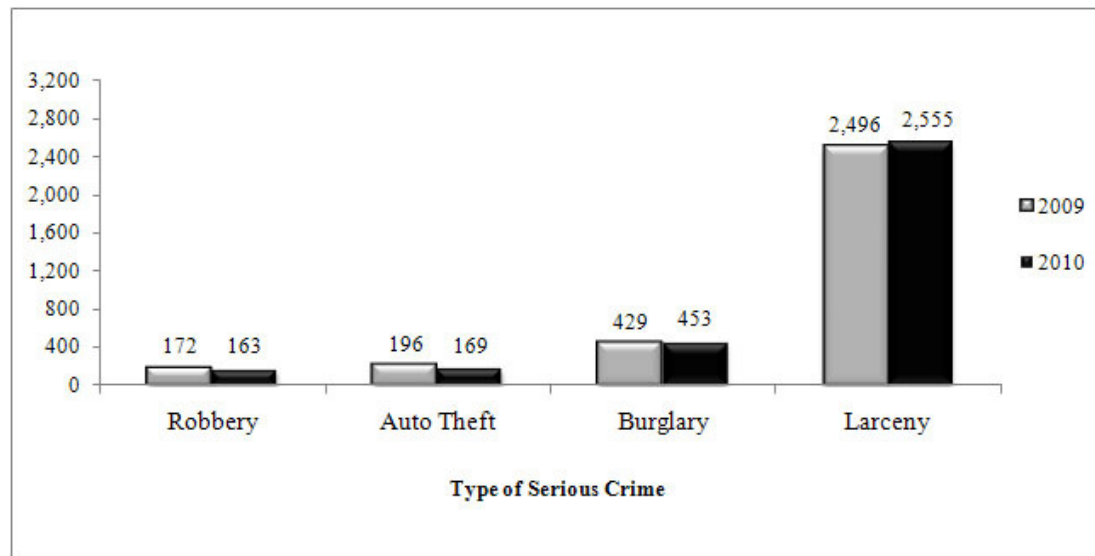
The Tactical Operations Unit is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordinance Unit (EOU) and Hostage Negotiation Team. The SRT is a highly trained, disciplined tactical team that is able and prepared to respond to any major crisis within the city. SRT's 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 situation deemed appropriate. The primary role of the TPF is to respond safely to incidents of civil disobedience, which include but are not limited to riots, protests and any other situation where citizen unrest may result. Officers of the 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. They are responsible for the handling, transportation and rendering safe of all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the Department has skilled officers with specialized training to combat any type of crime, the Cambridge Police Department is committed to reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

**FY12 GOALS:**

- *GOAL 1: Provide a professional standard of law enforcement services to the citizens of Cambridge through suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity and maintenance of peace in the community. Various deployment strategies are developed through collective efforts of the entire membership of the Department to address current crime trends.*

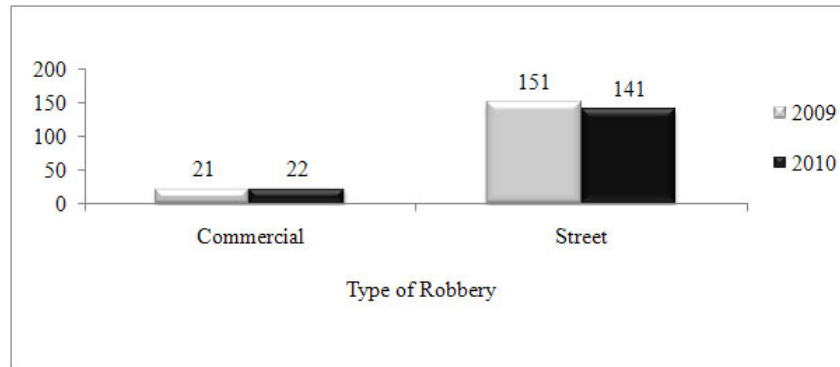
**Figure 5: Selected Serious Crimes for Calendar Year 2009 v. 2010**

Half of the selected serious crimes in Figure 5 experienced decreases in the City of Cambridge in 2010 while the other half registered increases. Burglary showed the biggest increase of the four featured crimes, with a 6% rise. This was due to increases in both commercial and residential burglaries. Larcenies also experienced an increase in 2010, up by 2%. Despite a substantial 14% drop in the category of larceny from motor vehicles, other increases in such categories as larceny of bicycles and larceny from buildings offset the decrease and led to the overall rise in larcenies. Conversely, robberies dropped by 5% in 2010 due to a 7% drop in street robberies. Commercial robberies registered an increase of 5%, by one incident. Auto thefts experienced the most significant drop of these four crimes, with a decrease of 14%. Approximately 70% of the cars stolen in 2010 have been recovered to date.



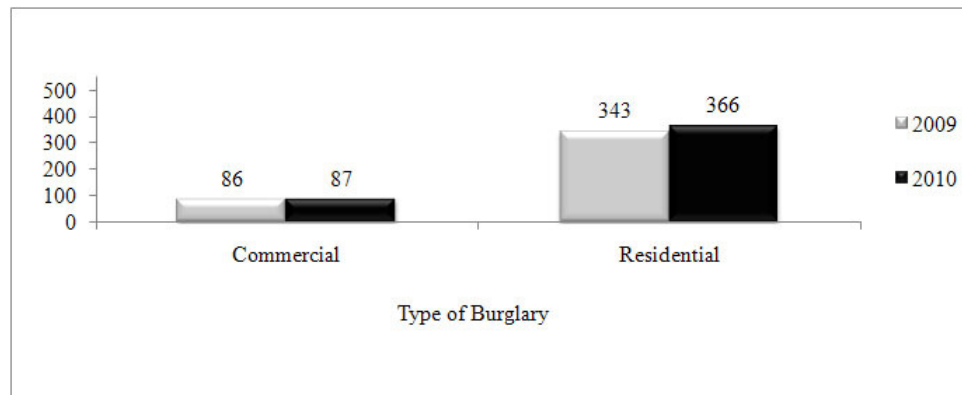
**Figure 6 (a): Calendar Year 2009 v. 2010 Breakdown of Robberies by Type**

In 2010, robberies in Cambridge decreased by 5% compared to 2009. Street robberies contributed to this overall drop with a decrease of 10 incidents, or 7%. Despite this decrease, the thefts of iPods, high-end cell phones and laptops continued to contribute to the street robbery numbers. Unlike street robberies, commercial robberies actually increased by one incident in 2010, rising from 21 incidents in 2009 to 22 in 2010. Banks, convenience stores and gas stations were the most common targets.



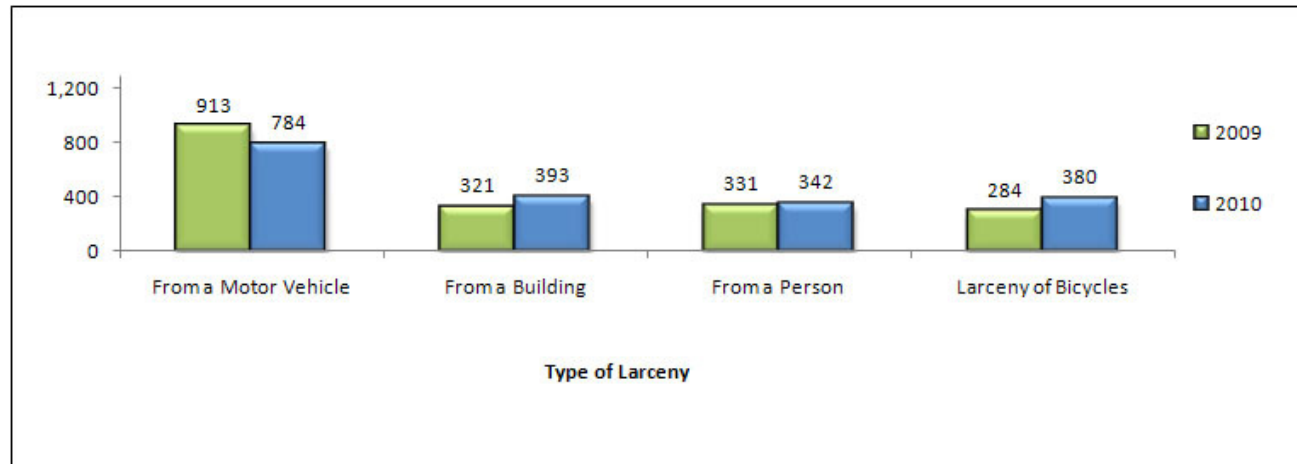
**Figure 6 (b): Calendar Year 2009 v. 2010 Burglaries by Type**

Burglaries rose by 6% in 2010. Commercial burglaries rose by one incident, or 1%, with no significant patterns developing during the year. After two years of substantial decreases in housebreaks, an increase in this crime type was reported in 2010. There were 366 housebreaks reported in Cambridge in 2010, which is up 7% over the 343 reported in 2009. There were 23 arrests made in 2010 in connection with the 366 housebreaks. A number of patterns emerged throughout the year, the most notable of which took place during the fall along the Somerville border in Mid-Cambridge and Agassiz neighborhoods. Due to the increased enforcement, diligence of the officers and enhanced communication and planning with the Somerville Police Department, we were able to stop the pattern.



**Figure 7: Calendar Year 2009 v. 2010 Breakdown of Larcenies by Type**

Larceny increased by 2% in 2010. This overall increase can be attributed to a 34% rise in larceny of bicycles and a 22% increase in larceny from buildings. Larceny from the person was also up 3%. Larceny of bicycles became a problem during the summer months when bicycle use is most prevalent. Despite the increase, no definable patterns emerged. However, extra attention was paid to the problem, resulting in a number of arrests, and incidents dropped off as the summer progressed. One of the most notable decreases of any crime in 2010 was the drop in larcenies from motor vehicles. In 2007, LMVs were at their highest level ever recorded in Cambridge, due to a dramatic increase in GPS unit thefts from vehicles. However, since 2007, those numbers have steadily decreased by 13-15% each year.



The increase in larcenies in 2010 is a result of the two larceny types of Larceny of Bicycles and Larceny from Buildings. This can be attributed to crimes of opportunity as well as the economy.

For additional statistics, please visit our Website at [www.CambridgePolice.org](http://www.CambridgePolice.org) to view the complete 2010 Annual Crime Report online.



- **GOAL 2:** *Provide the highest level of law enforcement and public safety services to the citizens of Cambridge through education. Increase driver safety awareness in order to reduce motor vehicle accidents by enforcing vehicle code violations at identified high accident locations and enhanced deployment strategies.*

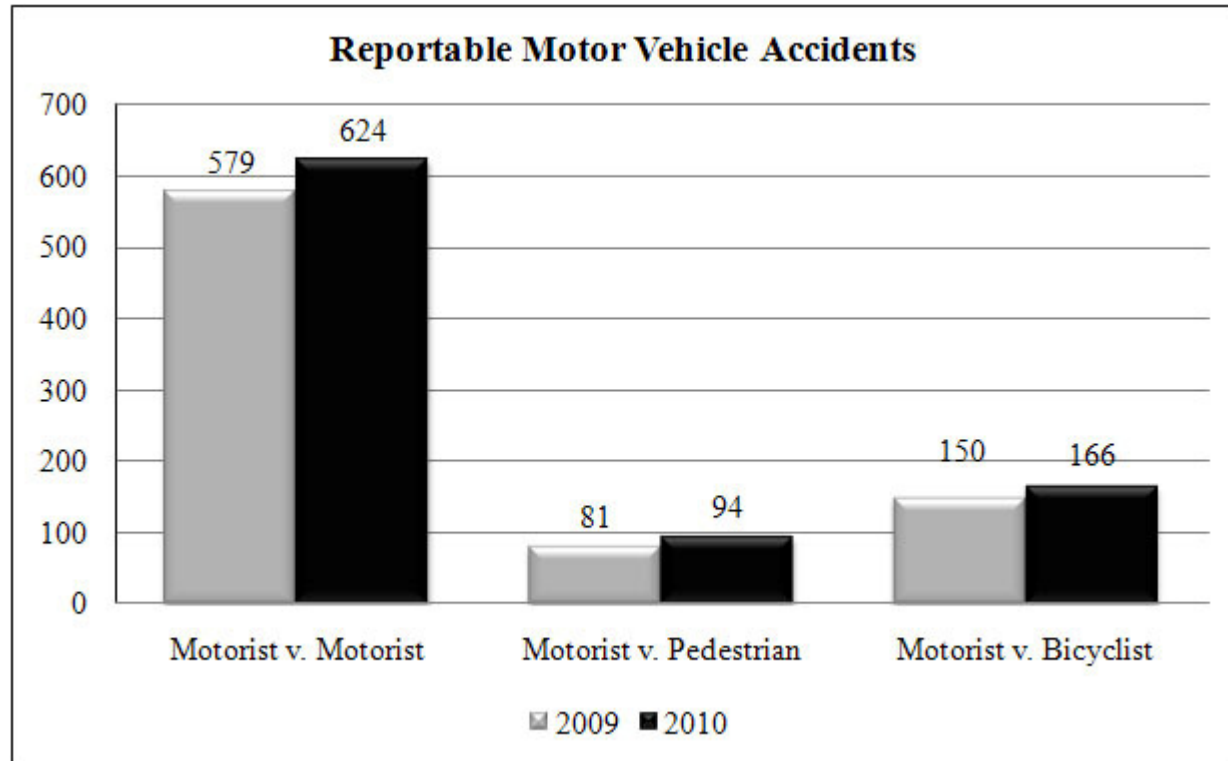
<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of assignments for units at high accident locations	n/a	6,000	6,100	6,000
2. Number of selective bicycle enforcement assignments	1,230	1,500	2,000	2,000
3. Number of assignments for deployment of units for the enforcement of red light violations citywide	n/a	3,000	3,500	3,500
4. Number of assignments for deployment of units for the enforcement of crosswalk violations city wide	n/a	3,000	4,500	5,000

- **GOAL 3:** *Provide Child Safety Seat Program for Cambridge residents to assist parents with proper installation of car seats. The Department will continue to modify the existing program and encourage other agencies to participate in this tremendously successful safety program, by increasing available resources to fund this program in order to serve more residents.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Requests for Child Safety Seat installations	255	350	325	300
2. Child Safety Seat demonstrations and installations in the community	5	n/a	3	6

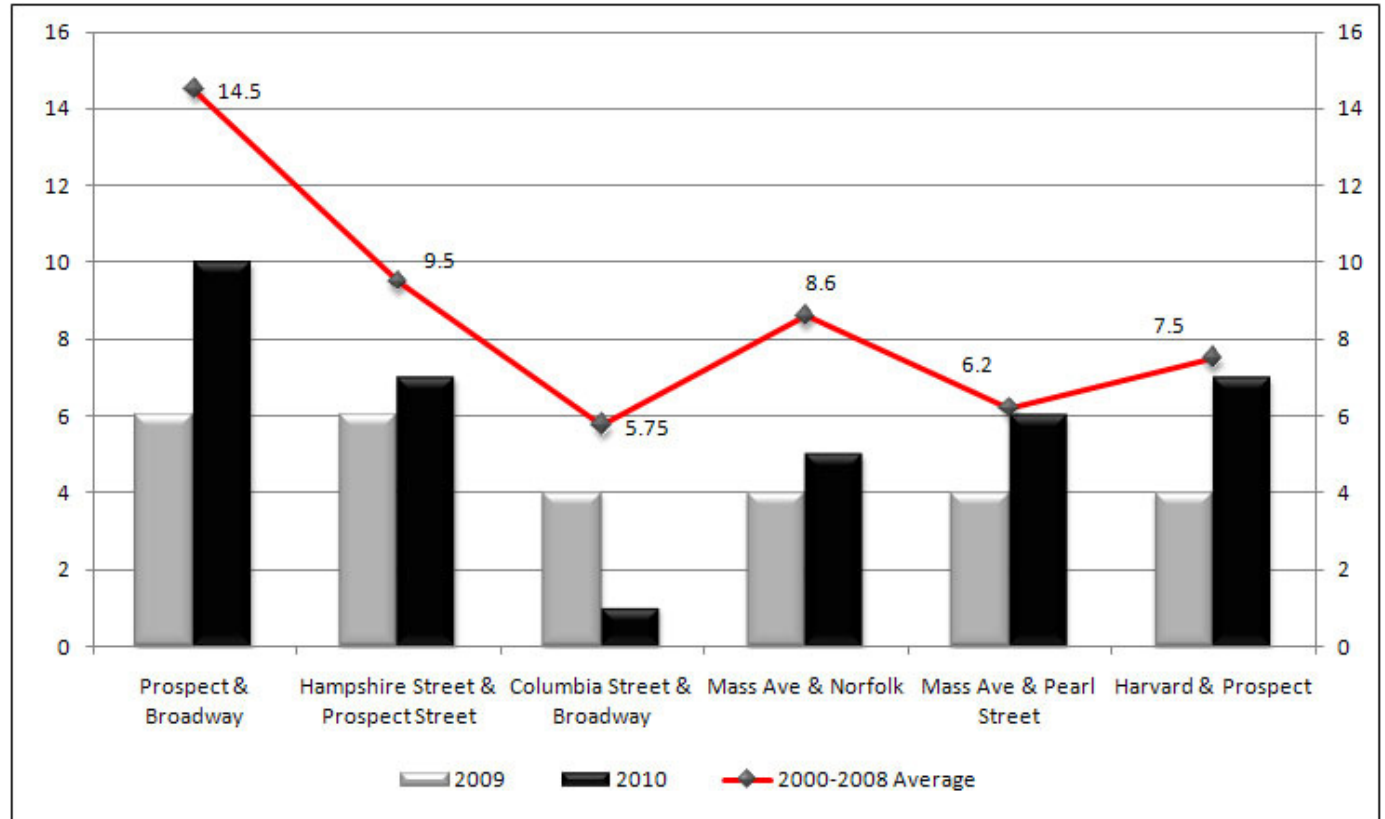
**Figure 8: Reportable Motor Vehicle Accidents**

The chart below reflects a comparison of reportable motor vehicle accidents in 2009 and 2010 by type of accident. Motorist v. Motorist also includes single car accidents involving property damage.



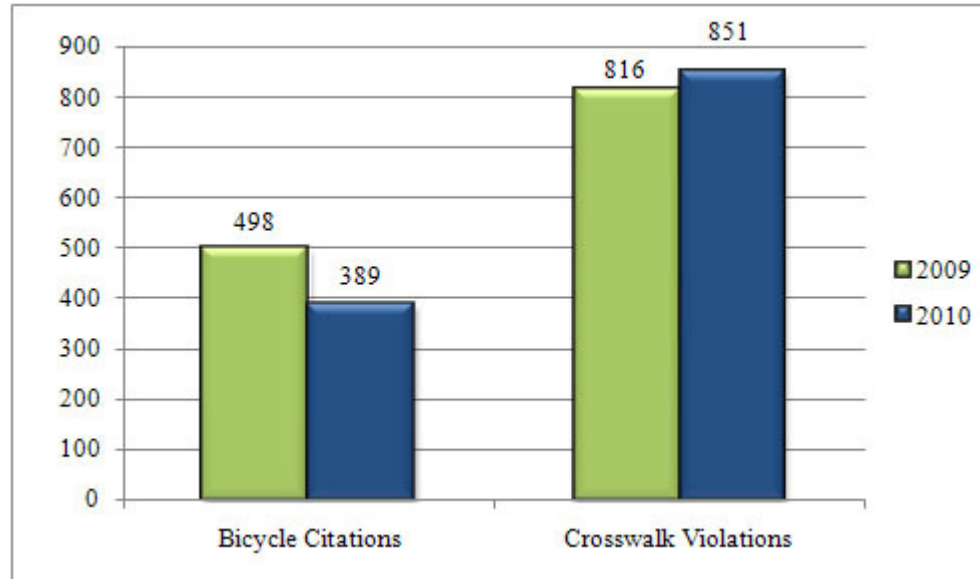
**Figure 9: Analysis of Accidents at Strategic Impact Traffic Enforcement Locations**

The chart below reflects the 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 2009 v. 2010.**

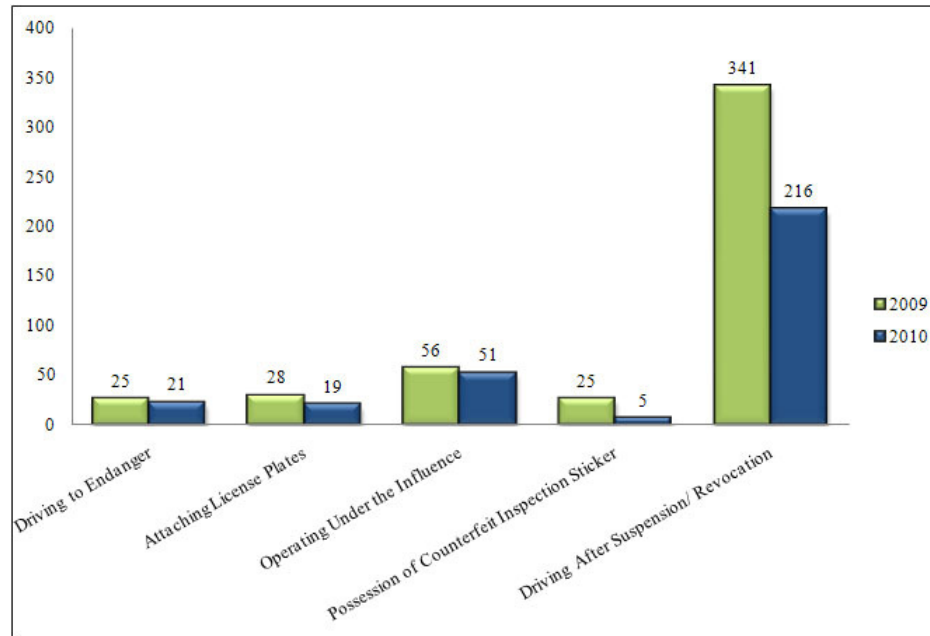
The chart below reflects the number of bicycle citations and crosswalk violations issued for calendar year 2009 v. 2010. The discrepancy between the bicycle violations in 2009 versus 2010 is due to the Bicycle Officers having special assignments during the summer of 2010.



The average traffic stop for speeding, running a red light and related offenses results in a warning or citation. A number of traffic offenses, however, are cause for arrest, including: driving to endanger, driving after suspension or revocation, possession of a counterfeit inspection sticker, and attaching false or counterfeit license plates. Such arrests are often made during routine traffic stops, after the police officer learns of the driver's suspension, revocation or other circumstances. For additional statistics, please visit our Website at [www.cambridgepolice.org](http://www.cambridgepolice.org) to view the 2010 Annual Crime Report online.

**Figure 11: Traffic Arrests for Calendar Year 2009 v. 2010**

The chart below reflects the number of traffic arrests by type of incident comparing 2009 v. 2010. The reduction of traffic arrests is attributed to educating motorists on the vehicle code violations.



- GOAL 4:** *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 a specific issue). Please note that the projected FY12 increase in assignments is attributed to an ongoing change in deployment strategies to address current crime trends and emerging patterns.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Park and Walk assignments to address quality of life issues	n/a	6,000	12,000	12,000
2. Park patrols performed citywide	351	600	1,200	1,200
3. Directed Patrol and Park & Walk assignments performed throughout the city	n/a	21,500	30,000	30,000

- **GOAL 5:** *Provide education in crime prevention techniques to citizens and business owners throughout the city. The Police Department will continue to conduct security surveys for the residential and business communities as well as participate in monthly private security meetings throughout the year. Surveys are offered to all residents through the Community Relations Unit, as well to victims of burglaries, but are voluntary.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Residential and business surveys conducted	19	30	35	35
2. Private security meetings and forums attended per year	6	15	20	20

- **GOAL 6:** *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of youth participating in Youth Police Academy	17	20	34	40
2. Number of youth participating in Police sponsored youth programs including sport and fitness programs	756	500	1,100	1,000
3. Number of citizens participating in Citizen and Senior Police Academies	0	50	60	200
4. Citizens participating in Rape Aggression Defense (RAD) Training	98	60	75	75

- **GOAL 7:** *Introduce, expand and maintain a variety of community oriented policing initiatives with the purpose of forming partnerships with the community to combat crime, the elements of crime and the perception of crime. Through enhanced communication and outreach efforts, the Department will focus on educating and communicating with the citizenry of Cambridge about public safety issues, including Homeland Security and emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of Community Alerts through Citizen Observer	25	100	100	100
2. Number of Business Community Alerts through the Citizen Observer	0	50	40	40
3. Number of citizens visited during Door-to- Door Outreach Campaigns	100	1,500	1,500	2,000
4. Number of Neighborhood or Business Community Group Meetings attended	20	80	75	75
5. Number of residents following the Cambridge Police Department on Twitter	0	n/a	600	800
6. Number of residents who have interacted with the Cambridge Police Department on Facebook	0	n/a	600	800

**POLICE  
-Support Services**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$1,770,450	\$1,655,105	<b>ADMINISTRATION</b>	\$1,819,105
\$1,412,010	\$1,456,355	<b>SPECIAL INVESTIGATION UNIT</b>	\$1,502,470
\$361,435	\$335,745	<b>TRAINING</b>	\$320,405
\$4,179,310	\$4,626,820	<b>CRIMINAL INVESTIGATIONS</b>	\$4,403,880
\$240,155	\$363,615	<b>DETAIL OFFICE</b>	\$359,810
\$891,485	\$934,150	<b>TECHNICAL SERVICES</b>	\$943,560
<u>\$1,677,460</u>	<u>\$1,822,860</u>	<b>OPERATION &amp; MAINTENANCE</b>	<u>\$2,059,170</u>
\$10,532,305	\$11,194,650		\$11,408,400

**PURPOSE & OVERVIEW:** The Support Services Division consists of the Administration Unit, Training Unit, Criminal Investigations Section, Special Investigation Unit (SIU), Identification Unit, Detail Office and Technical Services Unit. This Division is responsible for supporting the daily operations of the Department. The Administration Unit processes and

coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and evidence. The Fleet Maintenance Unit is responsible for the maintenance of the entire vehicle fleet. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted 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 calls and outreach to offer resources or provide updates on their incident report. This initiative seeks to focus more attention on the victim, to ensure that resolution was communicated and resources were provided. 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.

The Youth and Family Services Unit, comprised of School Resource Officers (SRO) and Juvenile Detectives, is 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 Initiative/juvenile diversion program. The Technical Services/Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the Police Department, looking for crime patterns such as series, sprees, hot spots and trends. Once such a problem is identified, this Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. This Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.



**FY12 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 become effective allies in the campaign against drug abuse and crime in our community. With the introduction of new technology such as Citizen Observer, BridgeStat, web access to the daily public log and International Association of Chiefs of Police (IACP) Strategy available on the Website, community leaders, neighborhood residents and law enforcement agencies can exchange information regarding current problems to ensure neighborhood integrity.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of tips received through "Text A Tip"	9	40	25	25
2. Number of additional residents signed up to receive citizen alerts through Citizen Observer	500	300	2,000	1,500
3. Number of anonymous tips received through the Drug Tip Hotline	n/a	50	55	55

- **GOAL 2:** *Continue to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all police officers must attend 40 hours of in-service training annually. Mandated topics include firearms certification, CPR and first responder training. Firearms training for all personnel will include live firing at an outdoor range and simulated firing. The simulated firing consists of computer assisted judgment shooting scenarios utilizing tactical decision making and scenario based interactive training using non-lethal Simunition ammunition, inert OC spray (Mace) and control devices. In addition to the annual in-service training, the Department will provide additional specialized training opportunities through daily roll calls, training bulletin topics and monthly newsletters.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of officers attending live firearms training	252	272	257	273

■ GOAL 2: (continued)

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
2. Number of specialized trainings attended by sworn and non-sworn personnel	301	300	310	250
3. Number of training bulletin topics issued per year	58	120	125	120

**Table 3: Geographic Breakdown of Drug Arrests**

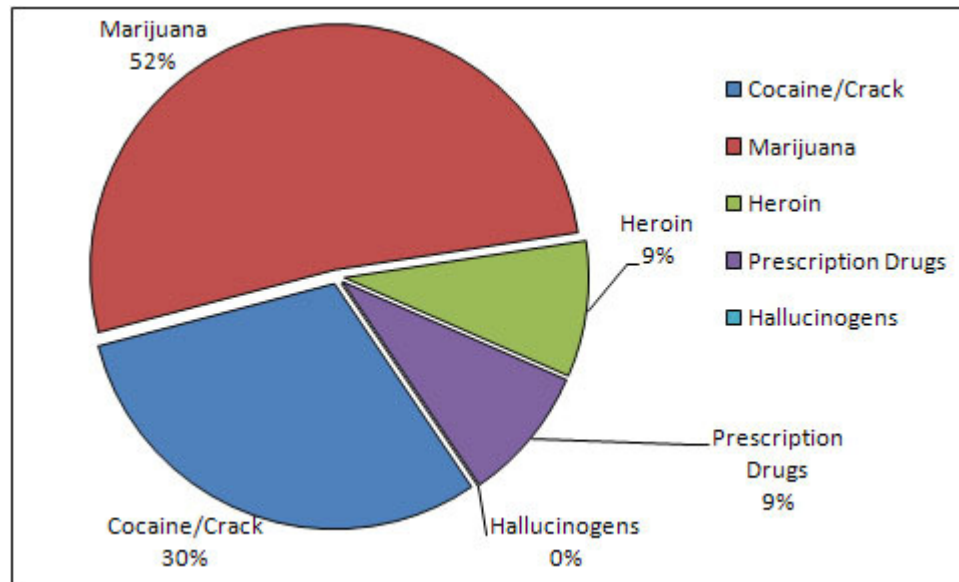
In the 89 drug incidents in 2010, there were 90 persons arrested at the time of the incident. This does not include all additional arrests that resulted from warrants stemming from these drug incidents. Area 4 and Cambridgeport experienced the most drug incidents in 2010 with 21 each, or 24% of the incidents citywide, followed by Mid-Cambridge with 13 incidents, or 15% of the citywide incidents. It is interesting to note that all three of these neighborhoods make up part of the Central Square area, where drug incidents have tended to be highest in the past.

AREA	2008	2009	2010	% of Total
East Cambridge	14	7	3	3%
M.I.T. Area	1	3	2	2%
Inman/Harrington	12	10	11	12%
Area 4	21	20	21	24%
Cambridgeport	13	32	21	24%
Mid-Cambridge	15	10	13	15%
Riverside	14	7	5	6%
Agassiz	0	1	2	2%
Peabody	3	2	0	0%
West Cambridge	7	5	4	4.5%
North Cambridge	8	11	4	4.5%
Cambridge Highlands	0	0	1	1%
Strawberry Hill	3	0	2	2%
<b>TOTAL</b>	<b>111</b>	<b>108</b>	<b>89</b>	<b>100%</b>

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 visited upon society by the culture of drug abuse and addiction. The goal of the unit is to target street level dealers to get to the suppliers, and to fight the problem at its root level: in the street, where the public is most exposed and affected.

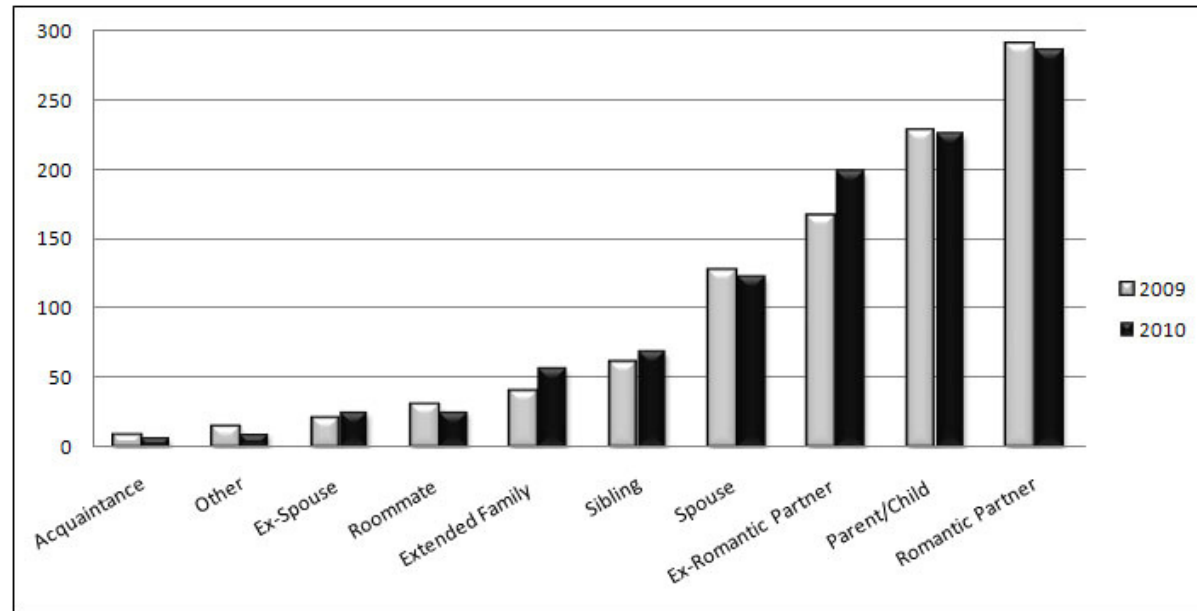
**Figure 12: 2010 Drugs by Type**

As a result of the 89 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.



**Figure 13: Domestic Violence by Relationship Category for Calendar Year 2010**

The chart below reflects the total number of domestic violence incidents reported in 2009 and 2010 by relationship category.



- GOAL 3:** *Continue to enhance the integrated response system to domestic violence with internal department-wide training and training for community partners. Continue input of 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of domestic violence trainings conducted for various agencies throughout the city	26	40	40	50
2. Percentage of domestic violence case investigations pursued in court while supporting victims and assisting with available resources for services	94%	90%	98%	90%
3. Number of high risk domestic violence cases reviewed by the Department	n/a	800	850	900
4. Number of high risk domestic violence cases referred to Cambridge Arlington Belmont High Risk Team (CABHART)	n/a	25	30	30

- GOAL 4:** *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 kids and their families to deter youth from engaging in disruptive behavior that could lead to criminal behavior. The unit will collaborate with the City's Teen Centers, after school and evenings, to engage youth during the out of school environment. Our philosophy is to have an encompassing program working with various community partners to offer alcohol and substance abuse counseling, mental health support, restorative justice and other youth development activities.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of community based juvenile diversions	n/a	450	450	500
2. Number of youth and/or family referrals made to mental health specialist for assistance	41	55	75	85
3. Number of youth referred to a formal Police Department's Juvenile Diversion Program	n/a	75	60	25
4. Number of youth referred to an informal Police Department's Juvenile Diversion Program	n/a	300	325	335
5. Number of referrals made to the Middlesex District Attorney's Office Juvenile Diversion Program including court complaints	17	30	50	50
6. Number of cases referred to the restorative justice program "Communities 4 Justice"* *In FY11, department personnel were trained in restorative justice in January 2011. Referrals to the program could not be made until the completion of the training.	n/a	4	2	5

**TRAFFIC PARKING &  
TRANSPORTATION  
-Summary**

ACTUAL FY10	PROJECTED FY11	BUDGET FY12
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\$1,693,280	\$1,900,605
\$6,819,140	\$6,950,780
<u>\$941,060</u>	<u>\$1,001,185</u>
\$9,453,480	\$9,852,570

<p><b>TRAFFIC CONTROL</b></p> <p><b>PARKING CONTROL</b></p> <p><b>SUPPORT SERVICES</b></p>	<p><b>\$1,864,830</b></p> <p><b>\$7,284,170</b></p> <p><b><u>\$1,145,470</u></b></p> <p><b>\$10,294,470</b></p>
<p><b>PURPOSE &amp; OVERVIEW:</b> 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.</p>	
<p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p>	
<p><b><u>Resident Permit Parking Program:</u></b></p> <ul style="list-style-type: none"> <li>Received 162 pictures for the 2011 resident permit photo contest. Received several great pictures of the Alewife Red-tailed Hawk family with 3 chicks that spent the summer on the ledge of 185 Alewife Brook Parkway, which were used on the permit and on the cover of the resident information brochure.</li> <li>Implemented the new resident parking fee and established the voluntary contribution feature. These additional resources will be dedicated to programs and projects in support of the City’s commitment to becoming a sustainable and green community. Approximately 450 residents made voluntary contributions totaling approximately \$5,900.</li> <li>Online renewals were up again this year. Of the 16,682 residents who qualified for the online renewal, 50% renewed online.</li> </ul>	
<p><b><u>Prospect St.</u></b></p> <p>After the street was repaved, added left turn lanes for the cross streets, several of which had been high crash locations.</p>	
<p><b><u>Traffic Signal Work:</u></b></p> <p>The Department continues to proactively improve the City’s 135 signals to repair and upgrade the equipment and</p>	

make timing adjustments to match any changes in traffic volumes.

Operational/timing improvements:

- Signal coordination - Prospect Street, Broadway, upper Mass Ave., Mt. Auburn Street
- Galileo/Broadway and Galileo/Main St. - added left turn arrows

Equipment repairs:

- Traffic control cabinets - converted 30 and replaced 9 to meet ADA regulations for the visually impaired.
- Huron Ave @ Reservoir St and Massachusetts Ave @ Everett - rebuilt and added the fourth crosswalk.

### **Bicycle Facilities:**

- Added Bike Lanes:
  - Brookline St. from Henry St. to Franklin St.
  - Brattle St. from Sparks St. to Fresh Pond Pkwy.
- Completed bicycle parking inventories in Harvard and Central Squares. Central Square - 332 bikes, a 22% increase from the previous year, Harvard Square - 333 bikes, a 17% increase from the previous year.

### **Development projects:**

Reviewed and certified the traffic studies for eight large projects seeking permits from the Planning Board. Worked with the developers to reduce or mitigate transportation impacts.

Updated auto ownership near transit study (there are still about .5 vehicles per household for buildings within one quarter mile of a transit station).

### **Parking:**

- Piloted 50 solar powered, credit card accepting meters on Garden Street in Harvard Square.
- Worked with the Business Districts on parking and other needs in their areas.

### **Garages:**

Completed 11 maintenance and repair projects totaling \$62,000 in the two City garages - First Street and Green Street - to maintain the facilities in a safe condition. The City's new parking garage management firm continues to improve the quality of garage operations through customer service training for the staff, monthly inspection visits to the garage by the District Manager and a new employee recognition program.



**Parking Enforcement:**

Work this year focused on improved communications within the unit, deployment of new upgraded handheld ticket machines, the hiring and training of six new PCOs, and improvements in daily operations.

**State's Accelerated Bridge Program - Rebuilding the 6 bridges crossing the Charles River:**

Worked with MassDOT, Boston and others on the construction management plans for the construction of the bridges to minimize adverse impacts on Cambridge. Support the Community Development Department in advocating for bridge designs that serve all modes of transportation.

**Snow:**

Worked closely with Public Works, the Police and others to keep the streets open, the City functioning and enforce sidewalk clearing in one of the most challenging winters the City has experienced in recent years.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>CHARGES FOR SERVICES</b>		<b>\$5,298,680</b>
Parking Fund Parking Usage	\$5,298,680	
<b>LICENSES AND PERMITS</b>		<b>\$302,500</b>
Street Obstruction Permits	\$302,500	
<b>FINES &amp; FORFEITS</b>		<b>\$4,663,290</b>
Parking Fines	\$4,663,290	
<b>MISCELLANEOUS REVENUE</b>		<b>\$30,000</b>
Private Grants	\$30,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$10,294,470</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$6,936,030</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$3,271,040</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$23,400</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$64,000</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$10,294,470</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>81</b>	<b>81</b>	<b>81</b>

**TRAFFIC PARKING &  
TRANSPORTATION  
-Traffic Control**

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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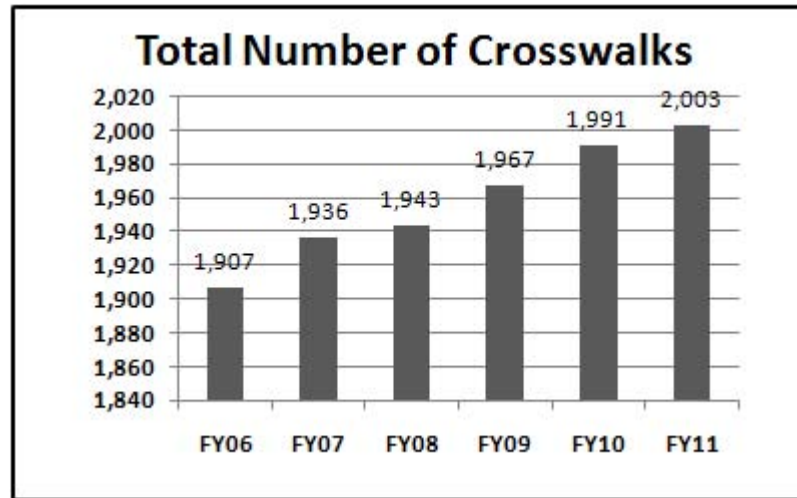
\$393,485	\$492,035	<p><b>TRAFFIC SIGNAL MAINTENANCE</b></p> <p><b>TRAFFIC ENGINEERING</b></p> <p><b>PAVEMENT MARKINGS/SIGN POSTING</b></p> <p>proposals.</p> <p>The Division’s responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating constituent concerns; 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.</p> <p>The Division manages 134 signalized intersections, 22 warning flashers and 34 school zone flashers.</p> <p><b>FY12 GOALS:</b></p> <ul style="list-style-type: none"> <li>■ <i>GOAL 1: Implement programs that improve pedestrian safety and ease of mobility.</i></li> </ul>	\$497,185
\$640,255	\$664,610		\$674,175
<u>\$659,540</u>	<u>\$743,960</u>		<u>\$693,470</u>
<u>\$1,693,280</u>	<u>\$1,900,605</u>		<u>\$1,864,830</u>

**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

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of signalized intersections at which traffic counts were performed	5	n/a	20	50
2. Percent of intersections counted at which traffic signal timing was adjusted	60%	n/a	50%	50%
3. Number of Snow/Ice tickets written by PCOs	127	700	555	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 2,003 crosswalks throughout the city.

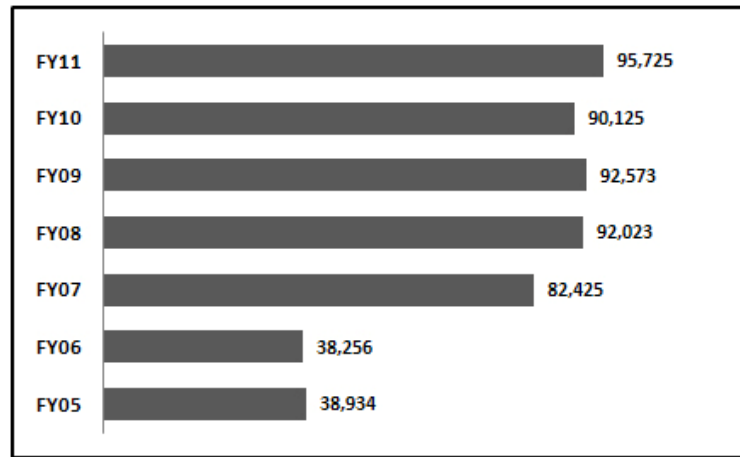


- *GOAL 2: Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of street obstruction and street closing permits issued	6,449	6,000	6,200	6,000
2. Percentage of moving van permits submitted through pay online	84%	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 Lanes in Linear Feet**



The City continues to add bike lanes to support the significant increase in bicycle riding throughout Cambridge.

- 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of completed site investigations conducted by the Traffic Division	121	90	150	125
2. Total number of completed minor traffic studies	14	10	8	5
3. Total number of traffic regulatory signs replaced or installed	1,964	1,750	1,900	1,750
4. Total number of street name signs replaced	167	200	175	150

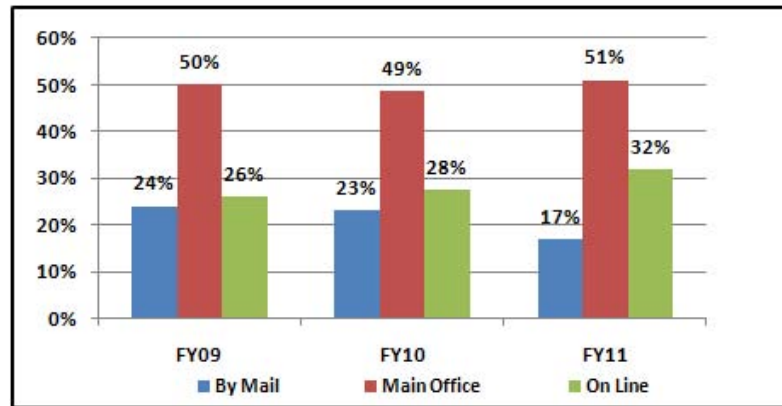
- *GOAL 5: Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and Planning Board in reviewing and identifying mitigation measures.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	4	4	8	6

**TRAFFIC PARKING &  
TRANSPORTATION  
-Parking Control**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$1,873,455	\$1,973,115		
\$1,253,715	\$1,291,750	<b>PARKING SERVICES</b>	\$1,978,740
\$1,062,170	\$966,500	<b>PARKING METER MAINTENANCE</b>	\$1,508,660
<u>\$2,629,800</u>	<u>\$2,719,415</u>	<b>OFF STREET PARKING</b>	\$965,395
\$6,819,140	\$6,950,780	<b>PARKING ENFORCEMENT</b>	<u>\$2,831,375</u>
			\$7,284,170
<p>parking regulations.</p> <p>The Parking Services Program is responsible for the issuance of resident parking permits and visitor parking permits, and the collection and adjudication of parking tickets. They are extremely busy from November through January when residents renew their permits. Customer service has improved by making it more convenient for the public to obtain resident parking permits online and to pay parking tickets by mail, phone or online.</p> <p>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.</p> <p>The Parking Enforcement unit enforces the City's parking regulations daily, Monday through Saturday, except on Commonwealth of Massachusetts holidays.</p> <p>The Division is also responsible for the two City garages, Green Street Garage and East Cambridge Garage, and manages the contract to operate these facilities. The Traffic Control Division is responsible for preventive maintenance and renovations of the two structures.</p> <p><b>FY12 GOALS:</b></p> <ul style="list-style-type: none"> <li>■ <i>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.</i></li> </ul>			

**Figure 3: Methods of applying for resident parking permits**



FY09 was the first year that qualified residents could apply online to renew their resident parking permits. Each year since the number of applications submitted by mail has decreased and the number of online applications has increased.



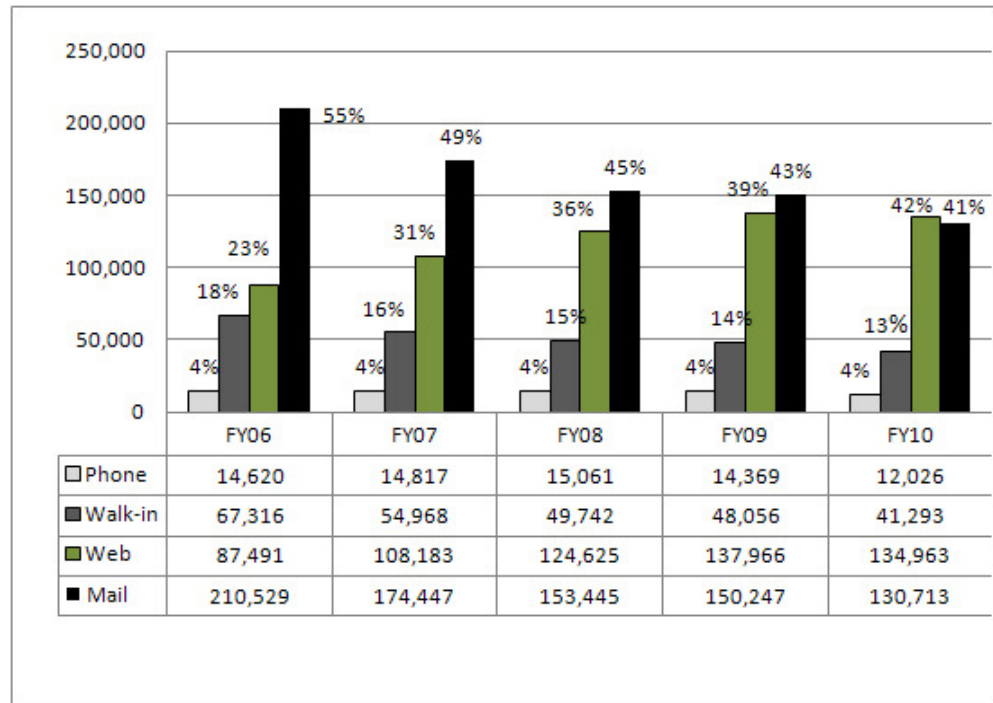
- *GOAL 2: Provide short term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of on-street, short term spaces managed by parking meters and pay stations	3,035	3,110	3,110	3,120
2. Number of off-street short term spaces managed by parking meters & pay stations	336	340	335	335

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

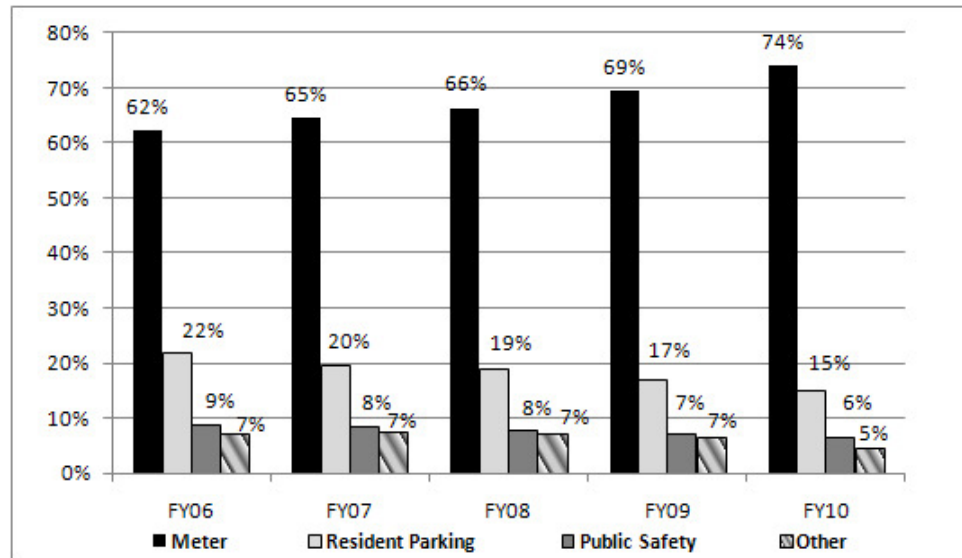
<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage of tickets paid within 21 days from issuance without a notice	58%	59%	60%	61%
2. Percentage of paid tickets issued this fiscal year	85%	85%	85%	85%
3. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	6%	6%	6%	6%

**Figure 4: Methods of parking ticket payments**



The four options for paying parking tickets allow for timely and convenient payment. In FY10, 87% of people paid without having to come into the office.

**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.

**TRAFFIC PARKING &  
TRANSPORTATION  
-Support Services**

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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\$941,060  
\$941,060

\$1,001,185  
\$1,001,185

**ADMINISTRATION**

\$1,145,470  
\$1,145,470

**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.

**FY11 GOALS:**

- *GOAL 1: Seek to continuously improve the efficiency and professionalism of the Department staff, procedures and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.*
  
- *GOAL 2: Maintain up-to-date Website with useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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1. Number of Web forms submitted for signal inquiries	52	50	48	40
2. Number of Web forms submitted for sign inquiries	49	55	46	40
3. Number of Web forms submitted for parking consideration	3,107	4,000	3,200	3,200
4. Number of Web forms submitted for parking ticket disputes	12,716	12,000	12,000	12,000
5. Number of visitors to Department's Website	141,943	120,000	140,000	140,000

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	POLICE REVIEW AND ADVISORY BOARD
<u>\$84,515</u> \$84,515	<u>\$94,925</u> \$94,925	<p data-bbox="653 212 1150 272" style="text-align: center;"><b>POLICE REVIEW AND ADVISORY BOARD</b></p> <p data-bbox="1251 245 1371 310" style="text-align: center;"><u>\$103,745</u> \$103,745</p> <p data-bbox="1398 212 1969 354"><b>PURPOSE &amp; OVERVIEW:</b> 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 against police officers, in addition to complaints by departmental employees against the Police Department. 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.</p> <p data-bbox="577 639 1371 667"><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul data-bbox="625 711 1969 1360" style="list-style-type: none"> <li>• Provided 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.</li> <li>• Continued an information-sharing and case-review process with the Police Department's Professional Standards Unit.</li> <li>• Worked with the Police Department to provide training to new staff and Board members through "ride alongs" and "walk alongs" accompanying officers during patrols and learning how officers handle real-world situations.</li> <li>• Began 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.</li> <li>• Joined the Professional Mentoring Program of the National Association for Civilian Oversight of Law Enforcement (NACOLE), providing support and professional development to staff through formal mentoring relationships.</li> <li>• Participated with the Police Department in training on incorporating restorative justice practices into police procedures as an alternative to arrest and punishment of youth involved.</li> </ul>		

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
2. Board meetings held	14	10	10	10

- *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.**

Case Activity	2006		2007		2008		2009		2010	
	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed
Police Complaints	12	12	9	9	14	14	15	14	12	12
PRAB Complaints	12	12	2	2	8	8	9	9	5	5
<b>TOTAL</b>	24	24	11	11	22	22	24	23	17	17

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Training sessions held	2	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.*

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$103,745</b>
Real Estate Taxes	\$103,745	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$103,745</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$100,045</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$700</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$3,000</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$103,745</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>1</b>	<b>1</b>	<b>1</b>

**INSPECTIONAL SERVICES**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$2,460,975	\$2,672,270	<b>INSPECTION/ENFORCEMENT ZONING APPEAL BOARD BOARD &amp; RAZING</b>	\$2,762,555
\$193,235	\$202,275		\$209,885
<u>\$3,545</u>	<u>\$20,000</u>		<u>\$20,000</u>
<u>\$2,657,755</u>	<u>\$2,894,545</u>		<u>\$2,992,440</u>

**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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Continued to inspect approximately 1,000 dumpsters in the city and enforce the Dumpster Ordinance before issuing a new or renewed license.
- Provided all food serving establishments in the city with literature and posters to alert them to the new Allergy Awareness Regulation and hosted a training for individuals to obtain the required certificate.
- Performed over 1,500 multi-family inspections to ensure safety and compliance with Massachusetts Building Code.
- Continued a proactive effort to monitor areas of the city for rodent infestation and educate property owners on prevention measures.
- Created a program to calculate and record permit fees along with computerizing the associated financial reporting forms, which has enhanced customer service and streamlined cash receipts through electronic depositing of checks.
- Continued monthly meetings with the Traffic Department and License Commission to discuss parking issues.
- Continued quarterly meetings with the Cambridge Health Alliance to address ongoing health concerns.
- The Stretch Code, an optional appendix to the Municipal Building Energy Code that increases efficiency requirements, was put into effect in Cambridge on July 1, 2010 and has been strictly enforced by the building inspectors.
- Initiated the process to develop an online permitting system, in conjunction with the IT Department, that will



allow contractors to apply for various permits via the Web.

**Table 1: Permits Issued by Category**

This table represents the number of permits issued, by category, in a given fiscal year. The "Other" category is made up of asbestos, demolition, lead removal and sprinkler permits. The Gas category covers permits related to installation of major equipment. The Plumbing category includes work pertaining to water lines, heating and cooling systems, kitchens, baths and other mechanical permits. The Building category constitutes major and minor alteration building projects. These permits are issued within 30 days 98% of the time. Finally, the Electrical category is made up of permits for those projects requiring rewiring or other related electrical work.

Type of Permit	FY07	FY08	FY09	FY10
Other	1,283	1,017	1,420	552
Gas	1,250	1,137	1,112	1,135
Plumbing	1,837	1,688	1,639	1,830
Building	2,014	2,048	2,004	2,077
Electrical	3,347	3,125	3,074	3,082
<b>Total</b>	<b>9,731</b>	<b>9,015</b>	<b>9,249</b>	<b>8,676</b>

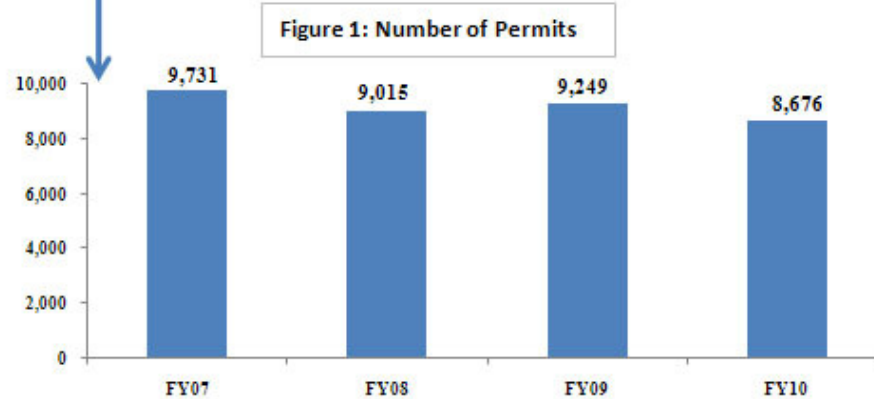
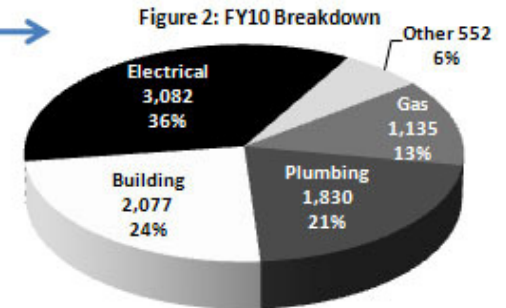


Figure 2 provides a breakdown of the types of permits for fiscal year 2010, with Electrical permits making up the largest share at 36%.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of multi-family inspections	1,599	1,500	1,535	1,500
2. Number of compliance inspections	4,809	5,000	4,925	5,000

- *GOAL 2: Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with State required minimum of two compliance inspections per year and by improving community access to inspection reports.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of compliance inspections and re-inspections	1,972	2,200	2,050	2,200
2. Number of complaints received	177	210	230	220
3. Number of food handling establishments in Cambridge	636	590	640	640
4. Number of Transfat inspections completed	n/a	1,200	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. BZA requests for relief heard within time frame stipulated by law	100%	100%	100%	100%
2. Number of BZA applications	152	150	150	150

- *GOAL 4: Process and respond to citizen housing and related complaints in a timely and professional manner.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Respond to citizen complaints within 2 days of receipt	100%	100%	100%	100%
2. Number of formal complaints	1,627	1,000	1,250	1,200
3. Number of inspections	4,508	4,000	2,550	4,000
4. Number of court hearings	384	300	460	400
5. Number of licensed dumpster inspections completed	n/a	700	700	750

- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage of Completion	0%	n/a	30%	100%

<b>FINANCING PLAN</b>	<b>SUMMARY</b>
<b>TAXES</b>	<b>(\$818,260)</b>
<b>CHARGES FOR SERVICES</b>	<b>\$52,500</b>
<b>LICENSES AND PERMITS</b>	<b>\$3,673,200</b>
<b>MISCELLANEOUS REVENUE</b>	<b>\$85,000</b>
<b>TOTAL FY12 BUDGETED REVENUE</b>	<b>\$2,992,440</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$2,822,615</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$123,400</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$46,425</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$2,992,440</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	27	27	27

LICENSE COMMISSION

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$734,565  
\$104,655  
 \$839,220

\$722,600  
\$147,495  
 \$870,095

LICENSE  
 CONSUMER

\$774,170  
\$157,740  
 \$931,910

**PURPOSE & OVERVIEW:** The Board of License Commissioners was established in the early part of the last century. Since the Commission's inception, the citizens of

Cambridge have been served by a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules, regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. The Commission remains committed to educating both our licensees and the general public in an effort to reduce societal problems caused by underage drinking and other alcohol misuse.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

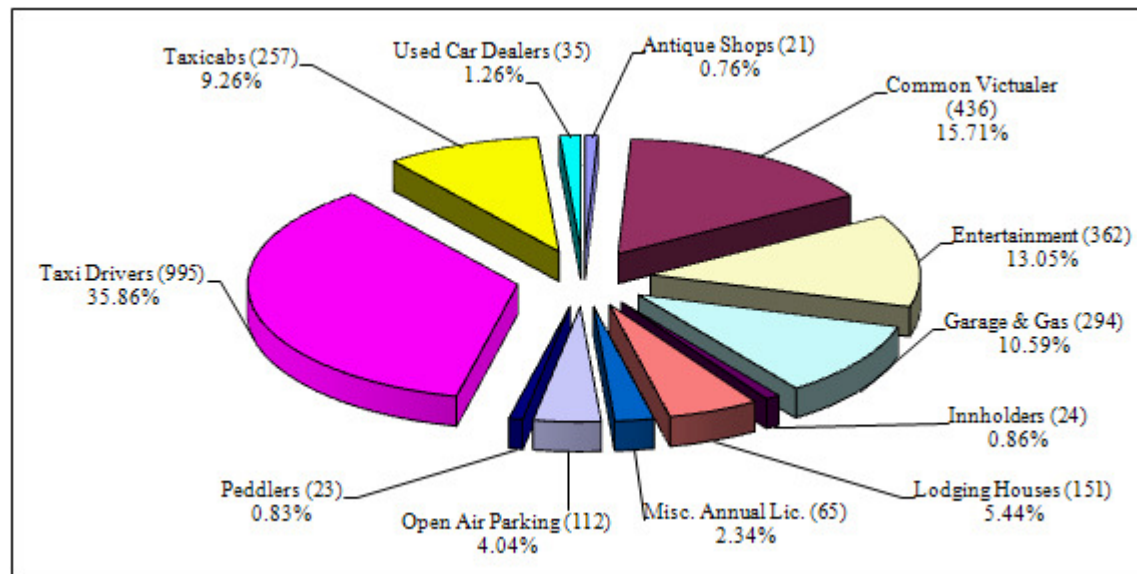
- Completed the first renewal cycle issuing licenses from the new CRS system in December 2010. Despite the need to familiarize licensees with the new billing statement and train staff on the new workflow, all licenses were renewed in an expeditious manner.
- Began major updates to our website, providing taxicab related resources for the general public.
- 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 sixty day on-the job-training program for all new taxi drivers and met with all taxicab owners to discuss changes in the industry.
- Helped to facilitate the seventh Annual Taste of Cambridge which was again held at the outside courtyard of the Charles Hotel.
- The Consumers' Council maintains an official Twitter account, which continues to be a useful tool for disseminating information regarding consumer rights.
- The Consumers' Council partnered with the Massachusetts Institute of Technology to distribute information concerning landlord/tenant rights to students seeking off-campus housing. This program was well received, and has been requested again next year.
- The Consumers' Council partnered 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 identify theft.

## 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 2,775 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2011.



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 inquiry. 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 Department and Inspectional Services, this investigative unit inspects all establishments under its purview to ascertain compliance with City rules and regulations, as well as building and fire codes.

**FY12 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 265 alcoholic beverage licenses, by category, that were issued by the License Commission during Fiscal Year 2011.

Type of License	Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.38%
Breweries*	1	0.38%
Educational Institute (Wine & Malt Beverage)	5	1.89%
Educational Institute (All Alcoholic)	1	0.38%
Hotels (All Alcohol Beverage)	13	4.91%
Other Clubs (All Alcohol Beverage)	13	4.91%
Package Stores (Wine & Malt Beverage)	18	6.79%
Package Stores (All Alcohol Beverage)	22	8.30%
Restaurants (All Alcohol Beverage), 2am	54	20.38%
Restaurants (Wine & Malt Beverage)	63	23.76%
Restaurants (All Alcohol Beverage), 1am	74	27.92%
<b>TOTAL</b>	<b>265</b>	<b>100.00%</b>
<i>*Breweries are allowed to produce their own beer product and sell it, along with selling other alcoholic beverages, for on-premises consumption.</i>		

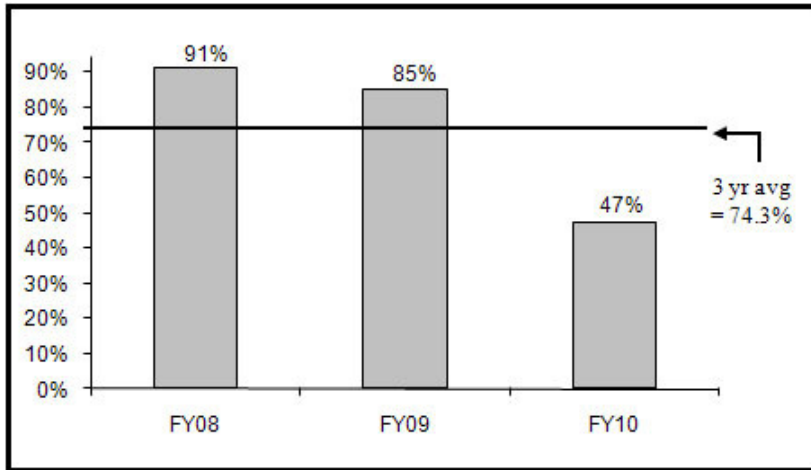
**Figure 2b: FY10 Alcohol Disciplinary Hearings**

Results of 8 Disciplinary Hearings held for alcoholic beverage establishments (7/1/09 – 6/30/10):

Form of Discipline	#
Placed matter on file	3
Matter dismissed	1
Issued a one day suspension to be held in abeyance for one year, with a six month review	1
Issued a warning	2
Issued a warning with a six month review	1
	8

**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. Due to the temporary reallocation of resources towards planning, design and implementation of the CRS system, a lower percentage of establishments have been inspected. However, with the transition to the new system now complete it is anticipated that the level of inspections will return to normal.



**Figure 3b: Number of Alcohol Establishments Inspected**

FY07	FY08	FY09	FY10	
200	191	187	100	Alcohol Licenses Inspected
215	210	220	215	Active On-Premises Licenses

- **GOAL 2:** Investigate all violations of out of town taxicab pick-ups.

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	105	140	50	50

**Table 1: Hackney Complaints**

The License Commission’s Hackney Unit works to quickly resolve all written passenger and driver complaints. The Commission resolved 70 complaints in FY09 and 85 complaints in FY10. 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	FY09-10 Change
Refusal (service animal)	-	1	1	1	-	(1)
Driver Assault & Battery	6	2	3	3	8	5
Items Left in Taxi for Reward	-	3	-	-	-	-
Failure to Use Meter	-	4	3	1	1	-
Stolen Jobs	4	5	6	2	1	(1)
No Change	-	6	4	2	3	1
Bad Driving	5	9	7	4	4	-
Threats	-	9	5	3	1	(2)
Refusal to Transport	6	11	24	13	17	4
Wrong location or route	-	12	7	2	3	1
Over-charging	17	15	9	11	8	(3)
Rude & Discourteous	21	20	19	13	19	6
Refusing discount coupon		-	2	4	1	(3)
Cab Stand Violation		-	3	4	4	-
Improper Operation of Taxicab		-	2	2	4	2
Smoking inside Cab		-	1	-	-	-
Short Fare Evasions	13	24	22	5	-	(5)
Failure to take Credit Card				-	8	8
Other				-	3	3
<b>TOTAL</b>	<b>72</b>	<b>121</b>	<b>118</b>	<b>70</b>	<b>85</b>	<b>15</b>

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 training period for all new drivers.



- *GOAL 3: Promote social and cultural diversity and foster community.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of cultural events in the City involving staff participation through the Special Events Committee	37	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage of alcohol licenses ready for renewal process by December 31	85%	90%	100%	90%

- *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 the 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 services needs of Cambridge residents.

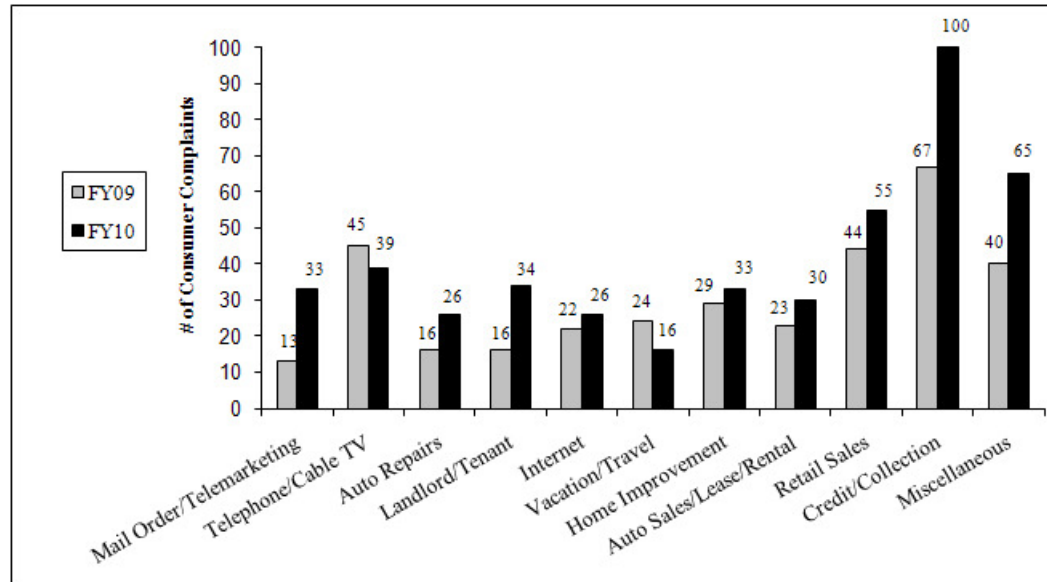
**FY12 GOALS:**

- *GOAL 1: Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Educational workshops or public forums held in Cambridge	13	6	8	8
2. Written articles, brochure/newsletter publication, distribution efforts, or significant Web page additions	10	6	6	6

**Figure 5: Consumer Complaints**

The primary work of the Consumers' Council is the mediation of individual consumer complaints filed by Cambridge residents or by consumers living elsewhere but having a dispute with a Cambridge-based business. The types of product or service involved in these complaints are reflected below.



During FY10, more complaints were received relating to telemarketing, mail order and the internet due an increase in fraudulent businesses attempting to take advantage of consumers in a weak labor market and poor economy. With the passage of the Credit Card Accountability, Responsibility and Disclosure (CARD) Act and the Federal Trade Commission's Debt Settlement Rules, the Council saw a significant increase in complaints concerning credit and debt collection, which is also partially attributed to the lingering effects of the economic crisis.

**Figure 6: Complaint Resolution Process**

The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY10 (7/1/09- 6/30/10)		Consumer Business Disputes Resolved In FY11 (7/1/10 - 12/31/10)*	
Disputes Resolved in Mediation	332	Disputes Resolved in Mediation	125
Disputes Resolved in Court	28	Disputes Resolved in Court	15
Disputes Resolved by Other Means	97	Disputes Resolved by Other Means	66
<b>TOTAL</b>	<b>457</b>	<b>TOTAL</b>	<b>206</b>

The Consumers' Council continues to emphasize outreach and financial literacy education in the Cambridge community. This has resulted in more consumer complaints for mediation. In addition, the Council also serves as the Local Consumer Program for the City of Somerville.

- **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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Joint efforts with other City agencies or non-profits	13	8	8	8
2. State-level activities on behalf of consumers	7	5	6	6
3. National consumer partnership efforts	7	5	6	6

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>(\$1,246,260)</b>
Real Estate Taxes	(\$1,246,260)	
<b>CHARGES FOR SERVICES</b>		<b>\$27,720</b>
Photocopy/Reproduction	\$220	
Lic Hearing/Advertising Fee	\$27,500	
<b>LICENSES AND PERMITS</b>		<b>\$2,089,650</b>
Alcoholic Beverage	\$870,000	
Common Victualer	\$49,500	
Miscellaneous Licenses	\$21,000	
Lodging Houses	\$295,000	
Garage/Storage Of Inflammable	\$311,000	
Shops & Sales	\$2,900	
Hackney Carriage/Drivers	\$79,000	
Motor Vehicle Related	\$73,000	
Hackney Application	\$5,500	
Entertainment Summary	\$185,000	
Pole & Conduit	\$175,500	
Disposal Company	\$2,750	
Property Use License	\$19,500	
<b>FINES &amp; FORFEITS</b>		<b>\$6,800</b>
Hackney Fines	\$6,800	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$54,000</b>
Consumer Comm (Att Gen)	\$54,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$931,910</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$869,750</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$57,435</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$4,725</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$931,910</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>8</b>	<b>9</b>	<b>9</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	WEIGHTS & MEASURES
<u>\$120,415</u> \$120,415	<u>\$131,535</u> \$131,535	<b>WEIGHTS AND MEASURES</b>	<u>\$130,025</u> \$130,025	<p><b>PURPOSE &amp; OVERVIEW:</b> 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.</p> <p>It is the duty and function of the Department to enforce the Massachusetts General Laws, local ordinances and regulations relating to the accuracy of weighing and measuring devices that weigh, measure and count commodities offered for public sale. The Department seals or condemns devices tested and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer &amp; Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights &amp; Measures also performs biannual inspections of all stores with three or more scanners.</p> <p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Provided a Consumer Impact Statement to the Division of Standards of the Commonwealth of Massachusetts that details the savings passed on to consumers and businesses by conducting inspections in Cambridge.</li> <li>• Continued outreach and education to business owners on local and state regulations and compliance.</li> <li>• Collaborated with City TV-8 to air Weights and Measures Public Service Announcements.</li> <li>• Utilized the new billing system for more efficient collection of revenues.</li> </ul>

**FY12 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Scales tested over 10,000 lbs.	7	8	7	8
2. Scales tested 5,000 to 10,000 lbs.	5	6	5	6
3. Scales tested 1,000 to 5,000 lbs.	5	7	5	7
4. Scales tested 100 to 1,000 lbs.	105	130	110	130
5. Scales tested 0 to 100 lbs.	575	735	600	735
6. Avoirdupois weights	90	130	100	130
7. Metric weights	145	210	145	210
8. Apothecary and Troy weights	140	200	140	200
9. Gasoline pumps	385	382	375	382
10. Vehicle oil tanks	19	20	20	20
11. Reverse vending machines	33	35	33	35

- *GOAL 2: Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Prepackaged food inspections	1,255	1,975	1,100	1,255
2. Scanner system inspections	90	155	100	100

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Required inspections performed	258	258	257	257
2. Additional inspections performed	143	170	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of spot inspections performed	89	130	90	90

- *GOAL 5: Monitor and update Department's Web page to address citizen questions and complaints.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Citizens viewing Web page	3,009	2,000	2,500	2,500

- *GOAL 6: Utilize City TV-8 to produce a cable program on the activities of the Weights & Measures Department to provide outreach and education to consumers and business owners.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Creation of new public service announcements with City TV- 8	2	2	1	1



<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$75,100</b>
Real Estate Taxes	\$75,100	
<b>CHARGES FOR SERVICES</b>		<b>\$36,000</b>
Sealing Fees	\$36,000	
<b>FINES &amp; FORFEITS</b>		<b>\$1,000</b>
W&M Civil Citations	\$1,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$17,925</b>
State Cherry Sheet Revenue	\$17,925	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$130,025</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$120,000</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$7,280</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$2,745</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$130,025</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>1</b>	<b>1</b>	<b>1</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**ELECTRICAL**

\$510,330	\$475,035
\$112,990	\$124,445
\$852,870	\$994,105
\$1,093,055	\$1,138,740
<u>\$8,630</u>	<u>\$16,500</u>
\$2,577,875	\$2,748,825

ADMINISTRATION	\$420,855
SIGNAL MAINTENANCE	\$122,600
ELECTRICAL SERVICES	\$1,009,615
EXTERIOR LIGHTING	\$1,206,795
COMMUNICATIONS	<u>\$14,000</u>
	\$2,773,865

**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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Installed new lighting in conjunction with street reconstruction for the Harvard Sq. Project on Linden, Plympton, Holyoke and Dunster Streets. Relocated and realigned street lighting on Concord Ave. in conjunction with new roadway construction.
- Connected additional buildings to and upgraded cables within the municipal fire alarm system.
- Assisted the Department of Public Works with conservation measures for lighting at Engine 3 in East Cambridge, Frisoli Youth Center, the citywide Senior Center and Area IV Youth Center, utilizing the Nstar energy program.
- Relamped all of the streetlights in neighborhoods 1 (East Cambridge) and 2 (MIT Area).
- 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.
- Expanded the Citywide Fiber Network for the public safety radio system, to connect to the MBTA and equipment on Rindge Ave.
- Installed wiring and equipment at Engine 2 in Lafayette Square, in conjunction with interior renovations; assisted with wiring and equipment in conjunction with the renovations to the Central Square Library.

- Implemented a pilot test of LED streetlights on Inman Street from Broadway to Mass Ave. The test will involve a review of how well the streetlights perform as related to color, light levels, light trespass onto private property, dark sky issues, energy savings, maintenance and the perceptions of the abutters.

**FY12 GOALS:**

- *GOAL 1: Maintain the municipal fire alarm system.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of fire alarm street boxes	624	624	624	624
2. Number of fire alarm systems in municipal buildings	36	36	36	36
3. Number of fire alarm system tests performed in City buildings	29	36	36	36
4. Number of service calls for disconnection or reconnection of private buildings	11,286	12,000	12,000	12,000
5. Cost per test - street boxes	\$27.51	\$28.34	\$28.34	\$28.34
6. Cost per disconnect/reconnect - street boxes	\$27.51	\$28.34	\$28.34	\$28.34

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of lights	7,615	7,642	7,649	7,649
2. Number of streetlights maintained	6,565	6,592	6,592	6,607
3. Total number of park lights maintained	1,050	1,050	1,050	1,060
4. Number of bulbs and photo devices changed each year (group re-lamping program)	943	750	750	600
5. Percent of defective streetlights repaired within 72 hours	95%	85%	85%	85%
6. Number of lights repaired each year	1,502	1,100	1,200	1,100

■ GOAL 2: (continued)

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
7. Number of metal street light poles replaced with aluminum poles annually	31	n/a	30	35

FINANCING PLAN	DETAIL	SUMMARY
<b>TAXES</b>		<b>\$2,043,065</b>
Real Estate Taxes	\$2,043,065	
<b>CHARGES FOR SERVICES</b>		<b>\$485,000</b>
Master Fire Alarm Box Fee	\$140,000	
Signal Maintenance Fee	\$325,000	
Cut-Out/Plug-Out Fee	\$20,000	
<b>LICENSES AND PERMITS</b>		<b>\$22,935</b>
Street Obstruction Permits	\$22,935	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$207,865</b>
State Cherry Sheet Revenue	\$207,865	
<b>MISCELLANEOUS REVENUE</b>		<b>\$15,000</b>
Traffic Knockdowns	\$15,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$2,773,865</b>

STATUTORY ANALYSIS	SUMMARY
<b>SALARIES &amp; WAGES</b>	<b>\$1,460,735</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$1,286,460</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,670</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$25,000</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$2,773,865</b>

FULL TIME BUDGETED EMPLOYEES	FY10	FY11	FY12
	14	13	13

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**EMERGENCY MANAGEMENT**

\$179,955  
\$179,955

\$0  
\$0

**EMERGENCY MANAGEMENT**

\$0 **PURPOSE & OVERVIEW:** The funding for this function is now contained in the Fire Department Budget.  
\$0

FINANCING PLAN	DETAIL	SUMMARY
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$0</b>

STATUTORY ANALYSIS	SUMMARY
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$0</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$0</b>

FULL TIME BUDGETED EMPLOYEES	FY10	FY11	FY12
	<b>1</b>	<b>0</b>	<b>0</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12	EMERGENCY COMMUNICATIONS
<u>\$3,792,170</u> \$3,792,170	<u>\$4,119,010</u> \$4,119,010	<p data-bbox="642 212 1150 240"><b>EMERGENCY COMMUNICATIONS</b></p> <p data-bbox="577 326 1969 561">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, wireless phones and public safety data networks. Finally, the Department participates in emergency planning and Homeland Security matters with various City, state and federal agencies.</p> <p data-bbox="577 605 1969 1052">In the first six months of FY11, ECC dispatchers generated 59,006 police, fire and EMS dispatches, processed 12,138 enhanced 911 call pickups from wireline phones, handled an additional 8,265 wireless 911 cell calls transferred from the state police wireless 911 center, answered approximately 115,000 non-emergency calls for the police and fire departments, received 658 fire box and City security alarm activations, recorded 6,504 fire box cutout transactions, and generated over 500,000 radio transmissions. In addition to this work load, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System, and other computer systems, in support of police officers seeking license, warrant, arrest history and other information. They also managed daily tests of fire box alarms and circuits; made 1,846 special notifications to supporting City, state, federal and private (e.g. utility) organizations; kept an up-to-date list of 6,998 businesses and a contact database listing their emergency telephone numbers; processed over 8,000 towed vehicles; produced over 350 tapes of 911 calls for the district attorney, police and fire; made hundreds of calls to the language translation line on behalf of 911 and non-emergency callers who could not speak English; and performed a wide range of other tasks in support of the public safety needs of the city.</p> <p data-bbox="577 1096 1969 1227">For FY12, three dispatcher positions will continue to be funded through a public safety answering position Support (PSAP) Grant funded from the State 911 Department, which is a formula-based reimbursement grant. These positions will allow the ECC to support police report intake from citizens as well as peak load 911 dispatch requirements.</p> <p data-bbox="577 1271 1373 1299"><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul data-bbox="625 1343 1969 1455" style="list-style-type: none"> <li>• Projected to answer over 40,000 emergency calls and dispatch to over 110,000 police, fire and EMS incidents in the city.</li> <li>• Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by</li> </ul>	<u>\$4,085,420</u> <u>\$4,085,420</u>	<p data-bbox="1398 212 1969 318"><b>PURPOSE &amp; OVERVIEW:</b> The Emergency Communications Department operates the City's combined Emergency</p>

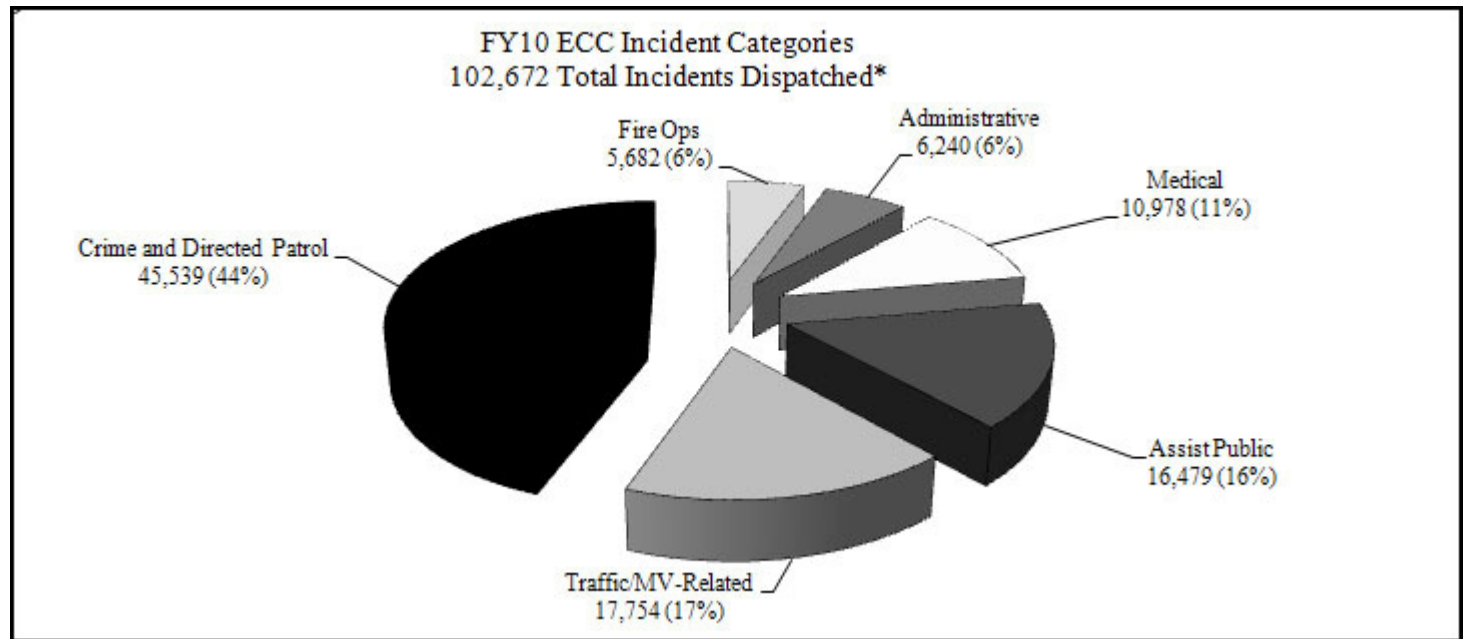
leading or coordinating projects to upgrade subway communications throughout the MBTA network and continuing to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters.

- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Assisted in Phase 1 of the upgrade of the citywide trunked 800 Mhz radio system from analog to digital.
- Completed the multi year replacement of the aging (14-year-old) Computer Aided Dispatch (CAD) system and trained all staff in its usage.
- Received grants totaling over \$350,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 400 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.
- Coordinated, assisted with 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.

**FY12 GOALS:**

**Figure 1: Requests for Service**

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



\*Does not include approximately 250,000 non-emergency and informational calls.

This figure shows that the largest fraction of service requests involve crime and directed police patrol assignments (44%). Assists to the public in quality-of-life matters and Traffic/MV related calls together account for 33% of service requests handled by ECC dispatchers.

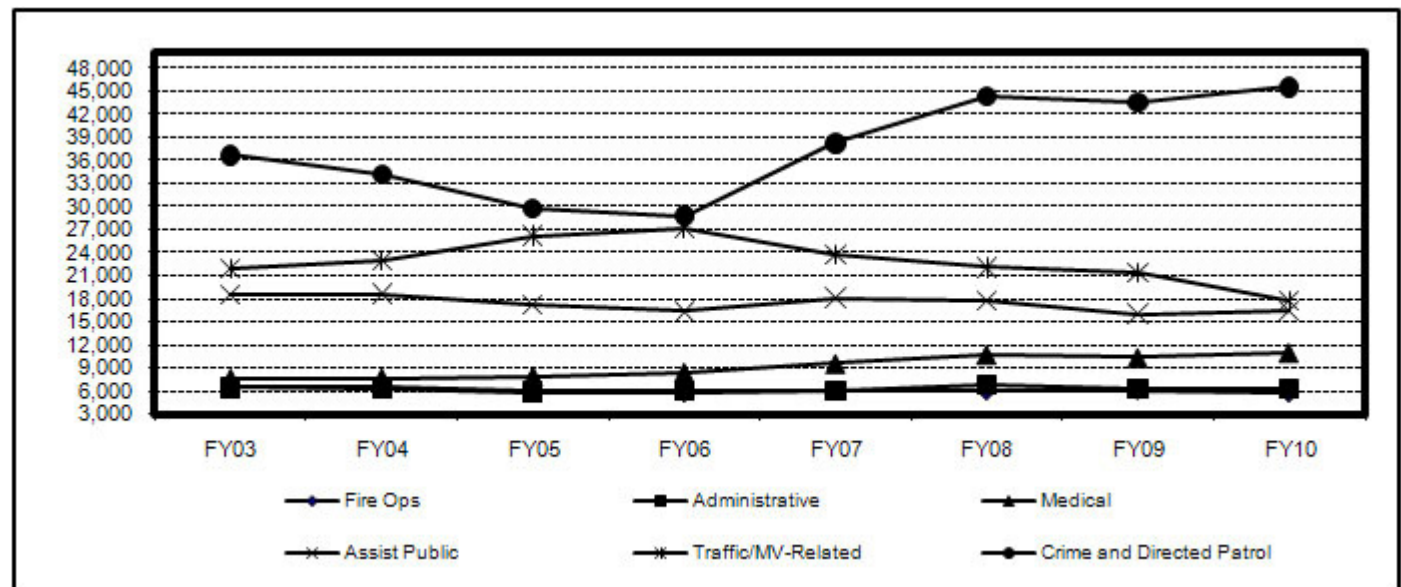


**Figure 2: Service Request Tracking (FY03 through FY10)**

Three categories show a declining activity over an 8-year period. But service requests for the Crime and Directed Patrol category shows 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.

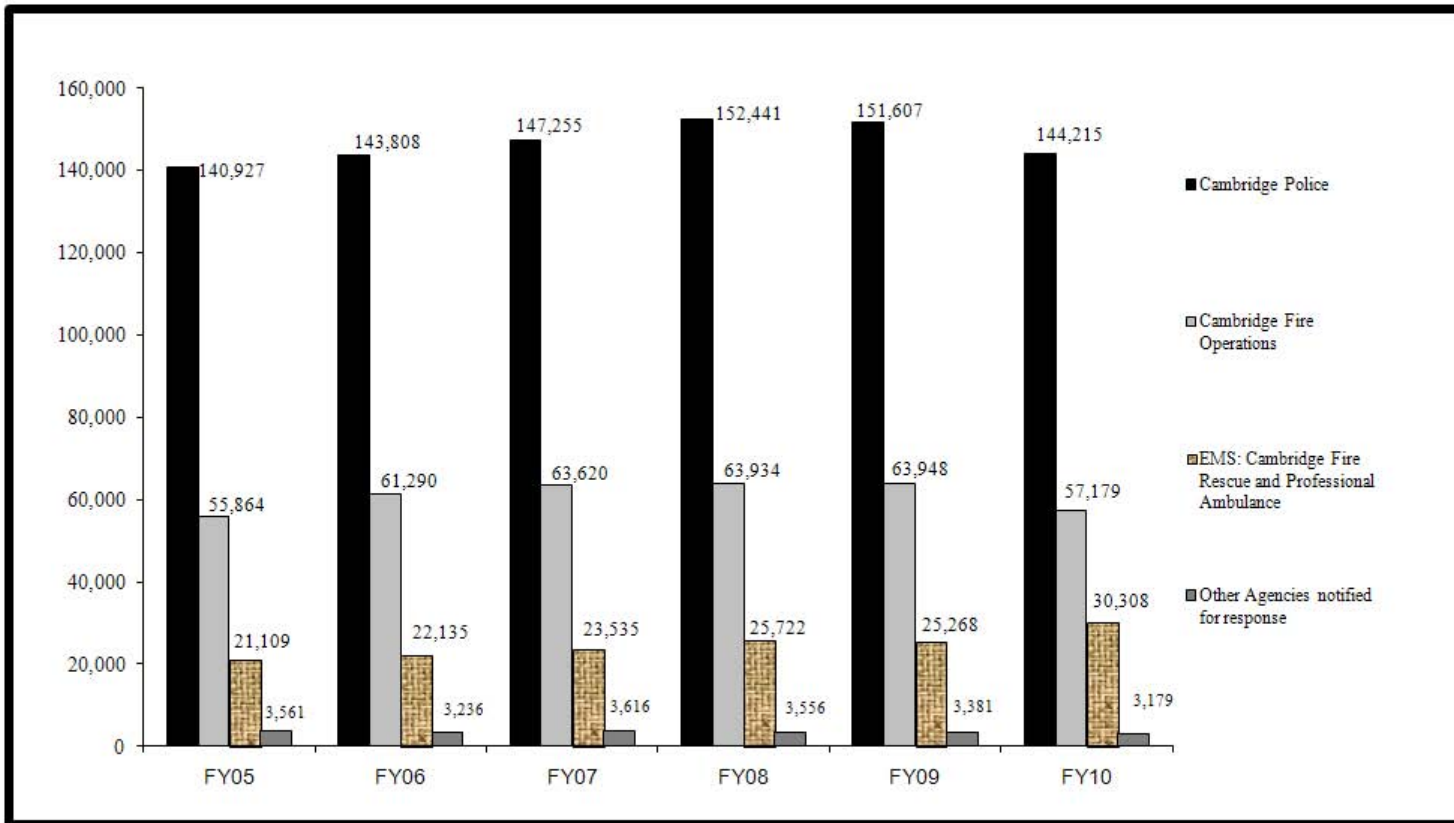
Category	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	% Change ('03-'10)
Fire Ops	6,529	6,282	5,778	5,698	6,092	5,986	6,044	5,682	-13.0%
Administrative	6,407	6,402	5,892	5,960	6,048	6,718	6,244	6,240	-2.6%
Medical	7,607	7,670	7,908	8,373	9,531	10,723	10,326	10,978	44.3%
Assist Public	18,541	18,614	17,296	16,329	18,090	17,725	16,026	16,479	-11.1%
Traffic/MV-Related	21,971	22,898	26,181	27,219	23,772	22,066	21,443	17,754	-19.2%
Crime and Directed Patrol	36,659	34,179	29,689	28,796	38,232	44,402	43,588	45,539	24.2%
<b>Total</b>	<b>97,714</b>	<b>96,045</b>	<b>92,744</b>	<b>92,375</b>	<b>101,765</b>	<b>107,620</b>	<b>103,671</b>	<b>102,672</b>	<b>5.1%</b>

**Figure 3: Service Tracking (FY03 through FY10)**



**Figure 4: Dispatch Overview by Fiscal Year**

The ECC dispatches units from the City’s Police, Fire, contract EMS and Animal Control units as well as notifies other dispatch centers to send units from State Police, MIT, Harvard University and other public safety agencies that operate within the city. The chart and accompanying table track the number of assignments made to police, fire and other units in response to service demands for the 8-year period FY03 through FY10. The entire period shows, upward trend, especially in the growth of EMS and Rescue assignments, with FY08 and FY09 as the peak years and, most recently, a slight downward trend in FY10 for all categories.



- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of 911 call pickups (land lines)	24,913	25,000	25,000	25,000
2. Number of 911 call pickups (cell phones)	15,541	17,000	17,000	17,000
3. Percent of 911 calls not answered by 6th ring	0.01%	0.01%	0.02%	0.01%
4. Percent Completion of Backup ECC Plan and Alternate Facility usage	n/a	100%	20%	100%

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

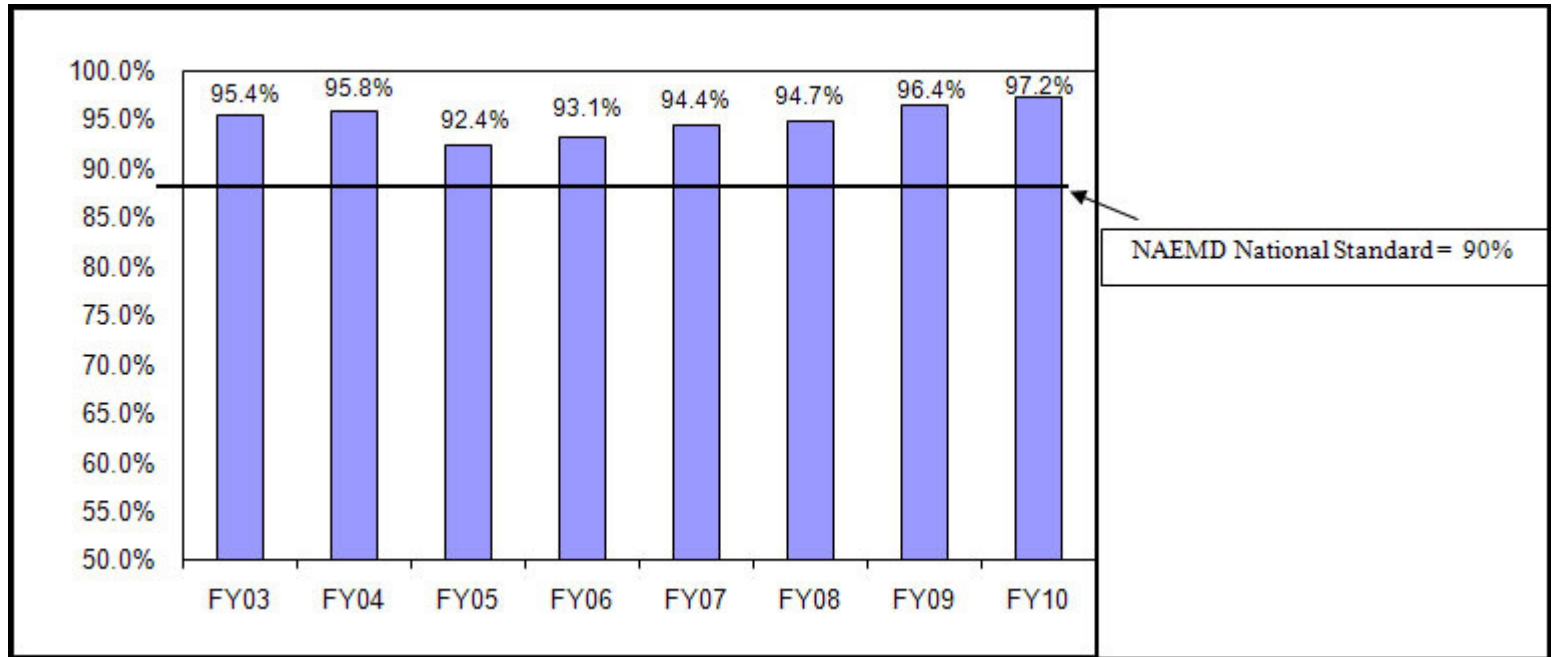
<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of training classes attended	114	120	100	120
2. Percent of dispatchers and supervisors fully cross-certified	19%	35%	35%	40%
3. Percent of dispatchers achieving at least 40 WPM typing speed	46%	55%	55%	60%

- *GOAL 3: Improve handling of non-emergency calls for assistance.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of non-emergency calls processed	285,000	240,000	210,000	210,000
2. Number of community meetings attended	12	12	12	12
3. Percent of dispatchers reviewed annually in quality control program	100%	100%	100%	100%

**Figure 5: 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 the ECC has consistently exceeded the 90% Emergency Medical Dispatch compliance score. This high level of compliance means that callers with medical emergencies are assured that they are receiving the best call handling assistance and pre-arrival instructions from Cambridge dispatchers.

- *GOAL 4: Improve the use of Computer Aided Dispatch (CAD) and E911 Telephone Technology.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Percent of operational staff achieving master status (above proficiency level) in new CAD system	n/a	n/a	20%	100%

- *GOAL 5: Expand use of computer technology in police and fire vehicles to enhance response*

*information, reduce paperwork and improve ability to deliver community policing services.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Implement Secure Regional Online System (PSnet) for managing major emergencies	65%	100%	50%	80%

- *GOAL 6: Improve handling of emergency calls.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent of EMS and Police In-Progress calls handled by protocol	90%	95%	90%	95%
2. Percent of EMS calls reviewed and rated	9.4%	5%	20%	20%
3. Percent of highest priority medical calls processed within 60 seconds	27%	50%	40%	40%

- *GOAL 7: Free up police patrol resources by handling low priority reports over the telephone.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent Implementation of Teleserve Program	n/a	100%	90%	100%

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$4,085,420</b>
Real Estate Taxes	\$4,085,420	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$4,085,420</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$3,917,360</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$148,210</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$15,850</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$4,000</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$4,085,420</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>38</b>	<b>38</b>	<b>38</b>

# SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

<b>FY10 ACTUAL</b>	<b>FY11 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
\$27,957,480	\$31,727,820	Public Works	\$30,397,855
\$17,459,450	\$16,289,925	Water	\$14,902,620
\$5,189,755	\$5,381,425	Community Development	\$5,283,620
\$507,950	\$575,800	Historical Commission	\$571,470
\$90,275	\$99,425	Conservation Commission	\$100,305
\$103,745	\$114,270	Peace Commission	\$119,590
\$1,269,280	\$1,385,595	Cable Television	\$1,402,505
<u>\$43,225,900</u>	<u>\$45,305,655</u>	Debt Service	<u>\$44,594,830</u>
\$95,803,835	\$100,879,915		\$97,372,795

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
Taxes	\$51,294,505
Charges For Services	\$34,045,350
Licenses and Permits	\$617,000
Fines & Forfeits	\$1,311,320
Intergovernmental Revenue	\$4,620,325
Miscellaneous Revenue	<u>\$5,484,295</u>
	\$97,372,795

**PUBLIC WORKS  
-Summary**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
<p>\$3,766,745 \$16,671,010 <u>\$7,519,725</u> \$27,957,480</p>	<p>\$4,087,630 \$19,304,930 <u>\$8,335,260</u> \$31,727,820</p>	<p><b>ADMINISTRATION</b> <b>SERVICE PROGRAMS</b> <b>SUPPORTING SERVICES</b></p>	<p><b>\$3,908,960</b> <b>\$18,160,145</b> <b><u>\$8,328,750</u></b> <b>\$30,397,855</b></p>
<p><b>PURPOSE &amp; OVERVIEW:</b> 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. Public Works is organized into 3 major units— Administration, Engineering and Operations. Within these units are 13 Divisions: Administration, Business Services, Engineering, Street and Sewer Maintenance, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance and Off-Hours.</p> <p>With 212 positions and an adopted budget of \$29,680,680 in FY11, Public Works:</p> <ul style="list-style-type: none"> <li>• Collected over 16,000 tons of rubbish and over 13,000 tons of recyclables.</li> <li>• Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery.</li> <li>• Managed a 16,000-tree public urban forest.</li> <li>• Maintained 125 miles of streets and over 200 miles of sidewalks.</li> <li>• Serviced 223 miles of sewer and drain lines, over 4,500 catch basins and 69 sewer and stormwater pumps.</li> <li>• Maintained 34 public buildings.</li> <li>• Maintained 300 vehicles and pieces of equipment.</li> <li>• Provided support services for over 200 public special events.</li> <li>• Managed over 2,000 permits related to construction and business uses impacting the public way.</li> <li>• Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions (including public construction and sidewalk snow and ice).</li> <li>• 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.</li> <li>• Provided customer service and public information through 24-hour phone coverage, as well through e-mail, a Website, the distribution of notices and public meetings.</li> <li>• Coordinated the City’s building energy and vehicle fuel management.</li> </ul>			



- Managed \$97.3 million in capital improvement projects as outlined in the *FY11 Five Year Public Investment Plan*, including \$75.3 million for Sewer/Stormwater, \$18.8 million for Sidewalks/Streets, and \$3.0 million for Buildings and \$0.6 million for Parks.

During the past year, Public Works has worked to maintain high quality services in traditionally strong program areas, and at the same time to improve and expand in other program areas. The biannual *Cambridge Citizen Survey* provides particularly useful benchmarking data from the past decade to guide the Department’s program evaluation and planning in several service areas.

The scope of Public Works’ operations gives it an important role in shaping residents’ perceptions of quality of life in Cambridge, as well as perceptions about the city’s overall appearance. The 2010 *Survey* results indicate a decade of overall satisfaction in these areas.

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge’s overall quality of life as “Excellent” or “Good”	86%	85%	89%	86%	91%	87%

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge’s overall appearance as “Excellent” or “Good”	77%	75%	83%	73%	80%	80%

**SIGNIFICANT BUDGET MODIFICATIONS:** Overall, the FY12 Public Works Budget for Other Ordinary Maintenance accounts reflects a net increase of \$80,235 from FY11, reflecting increases in building and sewer maintenance contracts, materials and supplies, leases and fuel. In addition, the budget includes an assistant parks superintendent position, whose responsibilities include oversight of irrigation systems, water features and planting area maintenance, as well as oversight of the City’s snow clearing operations in pedestrian areas.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

**Advanced the City Council’s goal to promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability in the following key areas:**

**Energy Management**

- Collaborated with other City departments in Cambridge’s successful bid to be one of the first 35 municipalities in the Commonwealth to achieve a *Green Communities* designation. Administered by the Massachusetts Department of Energy Resources, this program provides funding to help municipalities pursue energy efficiency measures, large renewable energy projects, and innovative methods that reduce the use of fossil fuels. To be designated, the City adopted 5 required criteria, including an Energy Reduction Plan for reducing energy consumption to 20% below an FY08 baseline by FY13.
- Installed close to \$1 million in energy efficiency improvements at 8 municipal and 5 school buildings using federal stimulus grants, NSTAR rebates and City funding. Altogether, these projects will prevent

300 tons of CO2 from being released into the atmosphere each year, and save enough energy to light 65 homes for a year.

- Dedicated increased resources to reducing energy use in municipal buildings by expanding the role of the Energy and Sustainability Analyst, hiring an additional HVAC technician and contracting for 24/7 remote monitoring of the energy management systems in 10 buildings, including the new Main Library, Russell Youth Center and Healy Public Safety Building.
- Sponsored the 3<sup>rd</sup> year of Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduced Cambridge high school students to environmental sustainability topics.

### **Urban Forestry**

- Named a *Tree City USA* by the National Arbor Day Foundation for the 18<sup>th</sup> consecutive year, and named a winner of the more prestigious *Growth Award* for the 3<sup>rd</sup> consecutive year. These awards recognize the City's overall urban forestry program, and in particular the five-fold increase in the City's annual tree pruning budget during the past year and the strengthening of tree planting specifications used by the City and its contractors.
- Appointed 18 residents to new terms on the Committee on Public Planting. The Committee's purpose is to promote and improve the quality and diversity of public plantings throughout all areas of the City, and as part of their efforts they have worked with the City Arborist to develop a new brochure to educate residents on tree care and City arboriculture programs.
- Sponsored two tree walks with the City Arborist, including one in North Cambridge and another in collaboration with Harvard University in Mid-Cambridge, to educate interested residents about the urban forest in their neighborhood.
- Showcased the City's GIS tree inventory at the *Cambridge Science Festival* through an interactive exhibit that allowed participants to view information on Cambridge street trees. The first 100 participants in this exhibit received a small tree seedling to plant at home. The City's tree inventory is also publicly accessible via the City's Website.
- Launched the Junior Forester Program, through which school-aged children adopt newly planted trees in their neighborhood or near their school, and in return Public Works provides education on tree care, Gator Bags to help water adopted trees and recognition to participants.
- Planned a Tree Ambassador Program for summer 2011, through which an intern will ride to newly planted trees by bicycle, watering the trees and educating local residents and businesses about tree care.

### **Parks and Open Spaces**

- Supported the Community Development Department's efforts during renovations at Clement Morgan Park, Pine Street Tot Lot and Sennott Park.
- Beautified public areas through planting and landscape construction, including: landscaping, fence

replacement, irrigation and lighting improvements at the Kendall Square Island (Main Street and Broadway); planting at the renovated Collins Branch Library on Aberdeen Avenue and at the courtyard at the Central Square Branch Library; plant bed renovations at Dana Park and Russell Field; new planters in front of “Curious George” in Harvard Square; traffic calming installations at Brattle Street and Elmwood Avenue and at Fayerweather Street and Field Street; repairs to the Craigie Fountain; and the installation and watering of 194 hanging baskets in East Cambridge, Harvard Square and Central Square.

- Strengthened public/private partnerships to improve public open spaces by coordinating 300 volunteers, including: 60 volunteers from the Chamber of Commerce who planted summer annuals at City Hall, the Cambridge Common Civil War Monument and the Healy Public Safety Facility; 20 volunteer Pickapocket Gardeners who weeded and watered park sites throughout Mid-Cambridge and Cambridgeport, including Dana Park, Tubman Square, Lafayette Square, Quincy and Cronin Parks, tree wells along Western Avenue and the ‘Edible Display Garden’ at McElroy Park; 30 volunteers from Metabolix who cleaned up the Morse School, Lindstrom Field and Fort Washington; 80 volunteers (including Chamber members) who planted 2,000 bulbs at the Main Library; 50 residents and business owners from East Cambridge who helped clean up Cambridge Street and Cardinal Medeiros Avenue; and over 50 volunteers from Microsoft who participated in projects throughout the city as part of that company's "Day of Caring."
- Upgraded recreational facilities, including the installation of new fencing and a backstop extension at Rindge Field, the placement of additional netting at Tobin Field and modifications to the Haggerty School playground.
- Made improvements at the Cambridge Cemetery, including renovating 15 additional historic staircases using Community Preservation Act funds, adding 100 additional burial spaces during the past year and completing monument repairs on 53 stones.

### **Stormwater Management**

- Completed construction on significant improvements to the sewer and stormwater utility system, in order to reduce sewer back ups, decrease combined sewer overflows and reduce the amount of stormwater sent to Deer Island for treatment. Major projects this year included sewer separation of combined sewer lines on Prentiss Street and portions of Oxford and Frost streets, as well as a sewer separation and floatable controls project in the CAM400 project area of Whittemore Avenue, Harrison Avenue, Seagrave Road, Madison Avenue, Magoun Street, Columbus Avenue, Kimball Street, Kassul Park and Massachusetts Avenue at Alewife Brook Parkway.
- Piloted a number of stormwater management best management practices projects to reduce treatment costs, reduce pollutants from stormwater run-off, clean the first flush and recharge groundwater by infiltrating stormwater. Projects include the installation of infiltrating catch basins in 22 locations (including along Prentiss Street and in the Whittemore Avenue area), construction of a rain garden at Glacken Slope behind the Golf Course Club House on Huron Avenue, and the placement of pervious pavement in two different settings—a parking lot at the King Open School, and a sidewalk along

Brookline Street.

- Cleaned over 1,700 catch basins and collected over 800 tons of debris through citywide street sweeping, which runs from April through December each year. Also conducted twice yearly street vacuum sweeping in tandem with monthly mechanical sweeping operation, to improve stormwater quality.
- Collaborated with the U.S. Geological Survey, the Environmental Protection Agency and the Massachusetts Department of Environmental Protection on a vacuum sweeping study to better quantify the effectiveness of high efficiency street sweeping activities on phosphorous, metals and polycyclic aromatic hydrocarbons. The street sweeping and sample collection activities are complete and a final analysis is expected by July 1, 2011.
- Initiated a vulnerability/resilience assessment in collaboration with the Community Development Department's climate change adaptation planning efforts, to enable better planning for potential increases in extreme weather and sea level rise associated with climate change.

### **Solid Waste Management**

- Increased tons recycled by over 10% and decreased trash disposed of by 6% during the first 6 months of "single stream" recycling— in which residents place paper, cardboard, glass, metal and plastic containers together in one recycling toter on wheels. This program required extensive public education and outreach, and the distribution of over 14,000 toters to residents.
- Worked with the School Department to implement a new lunchroom composting program at the Graham & Parks School, and to plan for potential expansion to the Morse and Tobin schools. Existing programs continue at the King Open School and the 9<sup>th</sup> Grade Campus.
- Initiated a new contract with a bicycle collection company to empty public area recycling bins from City Squares using "pedal trucks," which are well-suited for tight, urban environments. The bins will be serviced more frequently while reducing vehicle trips.
- Appointed 16 members to new terms on the Recycling Advisory Committee, whose charge is to provide advice, assistance and recommendations to the Commissioner of Public Works regarding the recycling program. As part of their work, the Committee established three sub-committees in the areas of outreach, businesses and zero waste.

### **Public/ Employee Health**

- Responded to community concerns about significant citywide flooding and sewer back ups during heavy rain events in July 2010, including conducting phone consultations with 253 community members and on-site engineering consultations at 141 properties, as well as hosting two community meetings in impacted neighborhoods.
- Initiated the first year of a sewer odor control program to reduce odors from catch basins in commercial districts in the city. This program includes retrofitting deep sump catch basins with extended hoods in commercial areas throughout the city, including along Cambridge Street, together with additional

vacuum cleaning and sump rewatering operations.

- Collaborated with the Public Health Department to publish new rodent prevention educational material for property owners and managers, based on a successful rodent-reduction campaign adopted by New York City.
- Utilized a \$500 mini-grant from the *Men's Health League* to offer the 8-week "DPW Spring Shape Up." Approximately 15% of Public Works employees participated in this program, through which small prizes provided incentives to learn about and make specific commitments to healthier behaviors.
- Promoted improved health of the workforce by offering a weekly Weight Watchers at Work program. Funded through employee benefits, 10% of Public Works employees participated and during the first 6 months of the program lost a total of more than 400 pounds.

**Advanced the City Council's goal to promote public safety to address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.**

- Issued the third 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 update increased the emphasis on a "complete streets" program, where streets are designed for all users—pedestrians, cyclists, bus riders, drivers and residents—and included more sidewalk reconstruction and missing ramp reconstruction on major arterials to increase accessibility for pedestrians.
- Completed major roadway and sidewalk improvements as part of last year's Plan implementation, including: Concord Avenue (Fresh Pond Parkway to Blanchard Road), Prentiss Street (Massachusetts Avenue to the Somerville Line), Oxford Street (from Garfield Street to Forest Street), Brookline Street, Harvard Square Improvements (Dunster, Hilliard, Upper JFK, Linden and Plympton Streets), Cameron Avenue, Middlesex Street, Brattle Street (Sparks Street to Fresh Pond Parkway), Prospect Street (Massachusetts Avenue to the Somerville line), Hubbard Avenue (Raymond Street to Walden Street), Robinson Street (Garden Street to Raymond Street), First Street (Binney Street to Cambridge Street), Cushing Street (Haggerty School to Belmont Street), Elm Street (Hampshire Street to Broadway), Gardner Road, Market Street (Elm Street to Clark Street) and Notre Dame Avenue.
- Initiated several community processes related to upcoming major construction projects, including the formation of the Kendall Square Advisory Committee and the beginning of 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 (Lakeview to Standish), Malcolm Road and Hawthorne Park).
- Completed major maintenance projects designed to extend the useful life of streets, sidewalks and related infrastructure, including: asphalt overlay on 12 streets, crack sealing on 12 streets, paving the King School Parking Lot, repair of the First Street Parking Garage floor, sidewalk repair at Cambridge Common and Kirkland Street, installation of bicycle repair stations at the Main Library on Broadway and at the Bennett Street garage in Harvard Square, and repair of 20 collapsed catchbasins and 12 collapsed

manholes.

- Cleared snow and ice from a total of 18 miles of high-priority pedestrian areas and locations abutting public property in response to a total of 78.8 inches of snow.
- Conducted enforcement under the City's sidewalk snow and ice ordinance, working in coordination with the Traffic Department to inspect 2,363 complaints and issued 1,220 tickets.

**Advanced the City Council's goal to evaluate 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.**

- Implemented low-cost information technology improvements to improve efficiency and responsiveness to the public, including: the creation of four new customer service forms on the Public Works Website; streamlining business invoice payment and financial records management by creating a financial tracking application; and optimization of daily rubbish truck routes by using GIS in order to reduce collection times and fuel usage.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$21,940,630</b>
Real Estate Taxes	\$21,940,630	
<b>CHARGES FOR SERVICES</b>		<b>\$5,233,820</b>
Water Usage Charge	\$400,000	
Parking Fund Parking Usage	\$1,788,740	
Sewer Service Charge	\$2,720,580	
Sewer Connection Fee	\$50,000	
Cemetery Fees	\$240,000	
Document Sales	\$3,000	
White Goods	\$25,000	
Sale Of Recycling Bins	\$6,500	
<b>LICENSES AND PERMITS</b>		<b>\$562,000</b>
Public Works Street Permit	\$550,000	
Newspaper Boxes	\$12,000	
<b>FINES &amp; FORFEITS</b>		<b>\$1,058,195</b>
Parking Fines	\$1,058,195	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,316,060</b>
State Cherry Sheet Revenue	\$1,316,060	
<b>MISCELLANEOUS REVENUE</b>		<b>\$287,150</b>
Rent Of City Property	\$79,150	
Interest on Perpetual Care	\$40,000	
Sale of Lots and Graves	\$80,000	
Recycling Revenue	\$20,000	
Overtime Reimbursement	\$32,000	
Misc Reimbursement	\$36,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$30,397,855</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$19,139,305</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$10,784,520</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$104,030</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$370,000</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$30,397,855</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>213</b>	<b>212</b>	<b>213</b>



<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**PUBLIC WORKS  
-Administration**

\$1,198,410  
\$705,635  
\$1,862,700  
\$3,766,745

\$1,310,715  
\$635,025  
\$2,141,890  
\$4,087,630

**ADMINISTRATION** \$1,262,055  
**BUSINESS SERVICES** \$564,305  
**ENGINEERING** \$2,082,600  
\$3,908,960

**ADMINISTRATION**

**PURPOSE & OVERVIEW:** The Administration Division supports the general management and administrative activities

necessary to make Public Works function as a cohesive organization. Administration is responsible for policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations and information systems.

Providing excellent public information and customer relations is a key focus of Administration's work, whether it is with residents, businesses, vendors, job applicants or Public Works staff. Administration manages Public Works' telephone switchboard, Website, 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.

Feedback received through the biannual *Cambridge Citizen Survey* has indicated the increasing importance of web-based resources:

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents who indicate that <i>when they need information or assistance with City-related issues or services, they use the Internet/ City Website</i>	18%	36%	46%	50%	54%	60%

In response to these trends, Public Works launched a redesigned Website in fall 2010, which is both easier to navigate and more visually appealing. During spring 2011, Public Works also launched a pilot mobile application/ Web-based pothole reporting tool.

Residents are also increasingly interested in conducting business with the City online:

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents who state they would be "very" or "somewhat likely" to <i>use the internet to complete financial transactions with the City</i>	60%	57%	60%	65%	65%	71%

In response to this demand, Public Works launched a new online payment option in spring 2011 for many of its most popular fee-based services, including permits and appliance stickers.

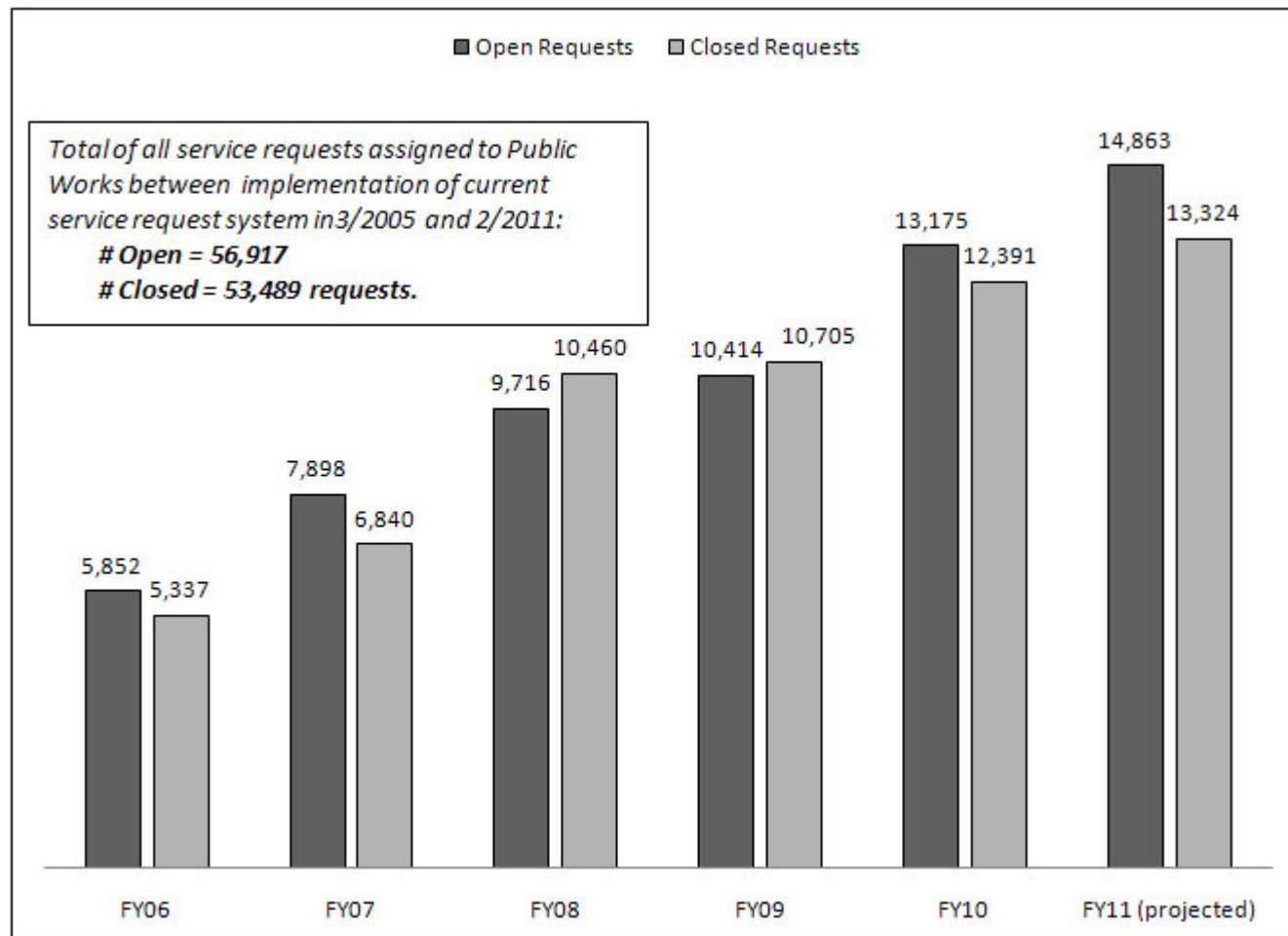
Administration continually re-evaluates business practices and operations to ensure that Public Works upholds the Council goal to “Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of impact on taxpayers while providing a high quality array of City services.” For Public Works, this goal is achieved through: assessment of non-emergency overtime; improvement to the functionality and information on the department’s Web page; and optimization of business practices, work systems and technology across all divisions.

**FY12 GOALS:**

- *GOAL 1: Provide excellent customer service, public information, and responsiveness to requests and complaints, and work toward continual improvement in these areas through better business practices and use of technology.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of E-mails received and responded to via DPW Website	1,409	1,200	1,400	1,400
2. Streamline the permit process through a re-evaluation of business practices and integrating a Web-based application with Department work order systems (percent complete)	50%	85%	85%	100%
3. 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)	10%	35%	35%	50%

**Table 1: Service Requests Assigned to Public Works, FY06-FY11 Projected**



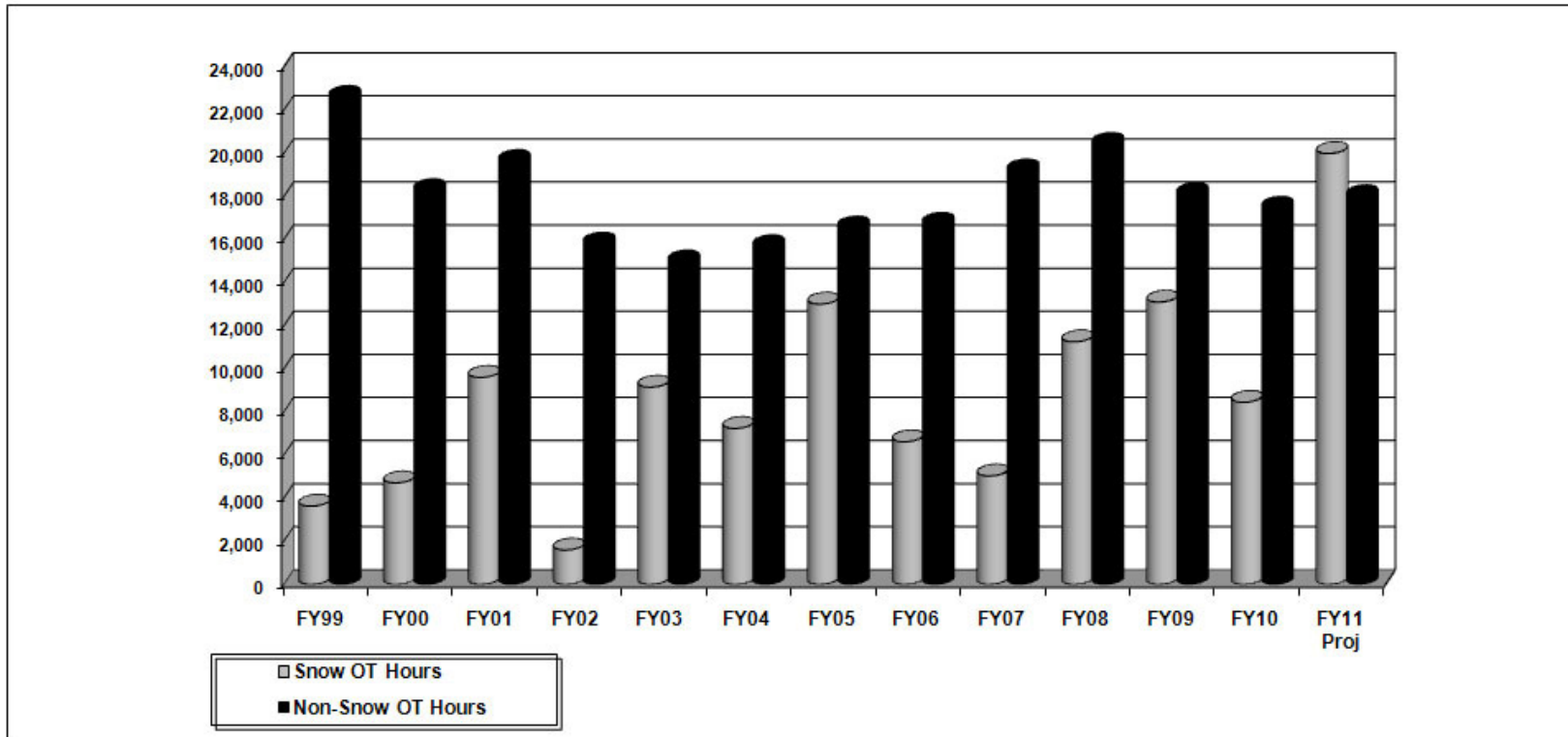
- *GOAL 2: Expand the capacity and efficiency of the workforce through comprehensive training programs.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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)	20%	50%	50%	60%
2. Percentage of employees receiving a minimum of 4 hours of training per year	67%	85%	70%	70%

- *GOAL 3: Improve productivity by improving the health and safety of the workforce and reducing sick time.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Average number of sick days used (excluding extended illness of 30 consecutive days)	7.9	7.5	7.5	7.5
2. Develop a comprehensive departmental wellness program in cooperation with the Personnel Department (percent complete)	10%	35%	35%	50%
3. Develop a comprehensive departmental safety program for Public Works (percent complete)	20%	35%	35%	50%

**Figure 1: Snow and Non-Snow Overtime (OT) FY99 through FY11 Projected**



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11 Proj
Snow OT Hours	3,634	4,715	9,609	1,600	9,155	7,241	13,012	6,622	5,037	11,261	13,104	8,455	20,000
Non-Snow OT Hours	22,607	18,278	19,634	15,799	14,973	15,678	16,547	16,716	19,194	20,426	18,102	17,463	18,000
Total OT Hours	26,241	22,993	29,243	17,399	24,128	22,919	29,559	23,338	24,231	31,687	31,206	25,918	38,000
Number of Positions	214	212	214	223	223	220	219	215	213	211	214	213	212

## BUSINESS SERVICES

**PURPOSE & OVERVIEW:** The Business Services Division oversees the financial operations of Public Works. Business Services manages Public Works operating and capital budgets, paying approximately \$40 million in bills annually and administering contracts and grants. Business Services is committed to paying vendors promptly, providing excellent customer service and continuously improving business practices.

**FY12 GOALS:**

- *GOAL 1: Implement measures to enhance business services.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Improve business services practices to better serve all DPW divisions (percent complete)	35%	65%	65%	75%

**ENGINEERING**

**PURPOSE & OVERVIEW:**

The three major components of the Engineering Division’s work include sewer and stormwater management, surface improvements, and information management.

The sewer and stormwater management program includes management of a \$75.3 million capital program (in FY11) and extensive administrative and operational responsibilities. Engineering works with the Massachusetts Department of Environmental Protection and the United States Environmental Protection Agency with the goal of improving water quality in the Charles River and Alewife Brook. Engineering also works closely with the Massachusetts Water Resources Authority on issues such as flow verification, combined sewer overflow monitoring, and proper use of the sewer system. Over a decade of major investment in and maintenance of sewer and stormwater systems has had a significant positive impact on improving water quality, improving sewer and stormwater levels of service, and reducing sewer backups.

Engineering is also responsible for the design and construction of improvements to surface infrastructure, including streets, sidewalks, parks and plazas. During FY11, Engineering managed \$18.8 million in surface improvement contracts. Staff has identified and prioritized locations for street and sidewalk reconstruction based on state and federal access requirements and local needs, an effort described in annual updates to the *Five Year Street and Sidewalk Plan*. The plan takes a “Complete Streets” approach, designing the street for all users. All construction projects include a significant community relations component to ensure that the public is well informed about the impacts that the construction will have on area residents and businesses.

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.

**FY12 GOALS:**

- *GOAL 1: Improve sidewalk and roadway surfaces to advance vehicular safety, pedestrian safety and accessibility for persons with disabilities. Implement a comprehensive citywide street and sidewalk reconstruction plan that integrates current data in a surface monitoring system.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Lane miles of roadway inspected for pavement conditions	180	175	175	175
2. Lane miles of roadway re-paved	7.4	15.0	15.0	17.0
3. Access ramps upgraded	135	300	300	270
4. Number of ramps or sidewalk locations prioritized by the Disabilities Commission and reconstructed	3	6	5	5
5. Miles of sidewalk replaced	12.8	8.5	8.5	9.0
6. Traffic calming elements constructed	19	15	20	25
7. Educational materials developed for contractors relative to safe and accessible work zones during construction	1	2	1	1

- *GOAL 2: Implement a comprehensive stormwater management program in accordance with federal, state and municipal requirements in order to improve water quality in the Charles River and Alewife Brook.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Stormwater management plans reviewed for construction projects	35	20	20	20
2. Stormwater Webpage updates	11	9	5	5

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Stormwater quality samples collected	114	110	110	110
4. Catchbasin curbmarkers installed	24	40	180	100
5. Good housekeeping inspections of municipal facilities completed	71	45	70	70
7. Number of stormwater best management practices incorporated	15	15	15	15
8. Number of inspections for sediment and erosion control at construction sites	89	n/a	100	100

■ *GOAL 3: Monitor construction and manage design of sewer separation and stormwater management projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of common manholes removed since program inception in 1996 (cumulative)	255	265	265	270
2. Alewife Stormwater Wetland construction (percent complete)	10%	50%	10%	50%
3. Harvard Square stormwater improvements Phase IV construction (percent complete)	0%	50%	10%	50%
4. Western Avenue Sewer and Stormwater Improvements design (percent complete)	50%	100%	75%	100%
5. Whittemore Avenue sewer separation construction (percent complete)	100%	75%	90%	100%
6. Western Avenue Sewer and Stormwater Construction (percent complete)	0%	n/a	0%	15%



■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
7. Huron A Sewer and Stormwater Improvement Design (percent complete)	n/a	n/a	30%	95%
8. Huron B Sewer and Stormwater Improvements Design (percent complete)	0%	n/a	0%	15%
9. Forest Street sewer separation construction (percent complete)	0%	n/a	10%	75%
10. Myrtle/ Magnolia Construction (percent complete)	0%	n/a	0%	50%
11. Fawcett Street Utilities Design (percent complete)	0%	n/a	10%	75%

■ *GOAL 4: Maintain a grease control program for the sanitary sewer system to reduce sewage backups caused by fats, oils and grease (FOG).*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of business seminars	3	2	1	2
2. Number of inspections performed	43	60	50	50

■ *GOAL 5: Improve the function, capacity and level of service of the City's sanitary sewer and stormwater infrastructure through ongoing maintenance and enhancements.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Linear feet of pipe cleaned	45,701	50,000	35,000	50,000
2. Linear feet of stormwater drain installed	3,257	1,500	3,500	2,000
3. Linear feet of pipe televised	45,551	50,000	35,000	50,000
4. Linear feet of pipe lined	640	1,000	1,000	500

■ *GOAL 5: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
5. Number of structures connected to Supervisory Control and Data Acquisition (SCADA) system	0	3	1	3
6. Number of pump preventative maintenance checks	102	180	180	180
7. Number of requests for structural repairs	134	80	250	150
8. Number of flow-meters installed to collect data	6	15	15	15
9. Updates made to City's collection system model and GIS	2,023	1,500	5,000	2,500
10. Number of new catchbasins installed with deep sumps and hoods	99	50	140	60
11. Linear feet of sanitary sewer installed	2,293	1,000	1,000	1,000
12. Number of extended hoods installed to address odor issues in existing catch basins (cumulative)	n/a	n/a	20	50

■ *GOAL 6: Provide high quality customer-service in fulfilling information requests, and improve engineering document management through better archiving and renovations to the DPW vault.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of information requests via telephone, E-mail and walk-ins	n/a	650	300	300
2. Archiving/vault reconstruction project (percent complete)	n/a	50%	45%	75%

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**PUBLIC WORKS**  
-Service Programs/Public Ways

\$3,046,480  
\$844,760  
 \$3,891,240

\$3,189,480  
\$2,378,640  
 \$5,568,120

**STREET AND SEWER MAINTENANCE**  
**SNOW AND ICE**

\$3,299,035  
\$322,000  
 \$3,621,035

**STREET AND SEWER MAINTENANCE**

**PURPOSE & OVERVIEW:** The Street and Sewer Maintenance Division maintains 125

miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 223 miles of sewer and stormwater lines, more than 4,500 catch basins and 69 sewer and stormwater pumps.

Street and Sewer Maintenance also manages maintenance contracts for sidewalk repairs, asphalt patching and stormwater pumps; permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, 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.

In 2008 and in 2010, *Cambridge Citizen Survey* respondents listed the “condition of streets/ sidewalks” among the top 10 priorities they would like the City to address. Given this feedback, during the past several years Public Works has focused resources in addition to major capital construction toward improving the condition of streets and sidewalks. Major components of this effort include annual updates to the *Five Year Sidewalk and Street Reconstruction Plan*—which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location— as well as better use of the City’s work order system to more efficiently respond to reported street and sidewalk defects.

The 2010 survey results indicate that these program improvements have generated positive results, with respondents reporting a 10% increase in positive ratings of sidewalk maintenance, and a 5% increase in positive ratings of street maintenance, during the past two years.

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge’s sidewalk maintenance as “Excellent” or “Good”	53%	50%	50%	51%	54%	64%

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge’s street maintenance and cleanliness as "Excellent" or "Good"	63%	61%	57%	55%	63%	68%

**FY12 GOALS:**

- *GOAL 1: Continue to improve the sidewalk/street rapid response and maintenance program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Inspect reported sidewalk defects within 2 business days of receiving complaint (percent of inspections completed within 2 days)	80%	85%	85%	85%
2. Number of emergency service/rapid response requests responded to	77	100	90	90
3. Number of pre-scheduled sidewalk repairs completed	1,169	500	500	500

- *GOAL 2: Continue to improve the sewer/stormwater rapid response and preventative maintenance program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Preventative maintenance work orders completed. (Includes planned biweekly cleaning and planned quarterly grease cleaning, jetting and odor control)	596	700	600	600
2. Number of catch basins cleaned	1,171	2,500	1,700	2,500
3. Number of emergency service/rapid response requests	44	60	244	60

- *GOAL 3: Maintain permit compliance program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Excavation permits issued	1,106	1,000	1,000	1,000

■ **GOAL 3:** (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Sidewalk closure permits issued	281	250	350	350
3. Crane permits issued	444	400	400	400
4. Newsrack vendors with compliance certificates	22	22	22	22
5. Business sidewalk use permits issued	168	150	150	150
6. Number of locations permitted for outdoor dining	59	60	60	60

**SNOW AND ICE**

**PURPOSE & OVERVIEW:** The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months. Public Works acts as the command center for all snow and ice operation activities, coordinating different departments and contractors, purchasing materials and equipment, maintaining vehicles and assisting the public.

Snow clearance on Cambridge’s 125 miles of roadways includes salting and plowing by City crews and private contractors. City crews also clear approximately 18 miles of sidewalks, including those 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.

Respondents to the *Cambridge Citizen Survey* have given the City’s snow operations the following ratings:

<b>Survey Year</b>	<b>2000</b>	<b>2002</b>	<b>2004</b>	<b>2006</b>	<b>2008</b>	<b>2010</b>
Percentage of survey respondents rating Cambridge’s snow removal as “Excellent” or “Good”	56%	66%	64%	50%	60%	62%

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 time frame to include more snow clearing of pedestrian areas, bus stops and crosswalks, and— particularly during this past winter’s extraordinary snow accumulation— removing snow from high priority locations. Perhaps most importantly, all City Departments involved in snow operations have worked to improve public information and resources for the community through mailings, an improved Website and E-Line text and E-mail notifications.

**FY12 GOALS:**

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal and promoting sidewalk clearance by private property owners.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Overtime expense*	\$303,751	-	\$632,355	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense*	\$312,566	-	\$392,760	-
3. Outside plowing services*	\$236,143	-	\$1,094,905	-
4. Total expense*	\$852,460	-	\$2,120,020	-
5. Recorded snowfall (inches)*	35.7	-	81.0	-
6. Promote improved sidewalk clearance through inspections of ordinance violation complaints*	2,248	1,000	2,363	1,000
*FY11 Projected represents actual values as of 4/5/11.				

**PUBLIC WORKS**  
-Service Programs/Solid Waste

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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\$1,585,590  
\$3,973,040  
\$2,041,015  
\$7,599,645

\$1,656,745  
\$4,161,815  
\$2,248,940  
\$8,067,500

**STREET CLEANING**      \$1,782,335  
**RUBBISH REMOVAL**    \$4,545,860  
**RECYCLING**             \$2,424,265  
                                     \$8,752,460

**SOLID WASTE**

**PURPOSE & OVERVIEW:** The Solid Waste Division is comprised of Street Cleaning, Rubbish Removal and Recycling.

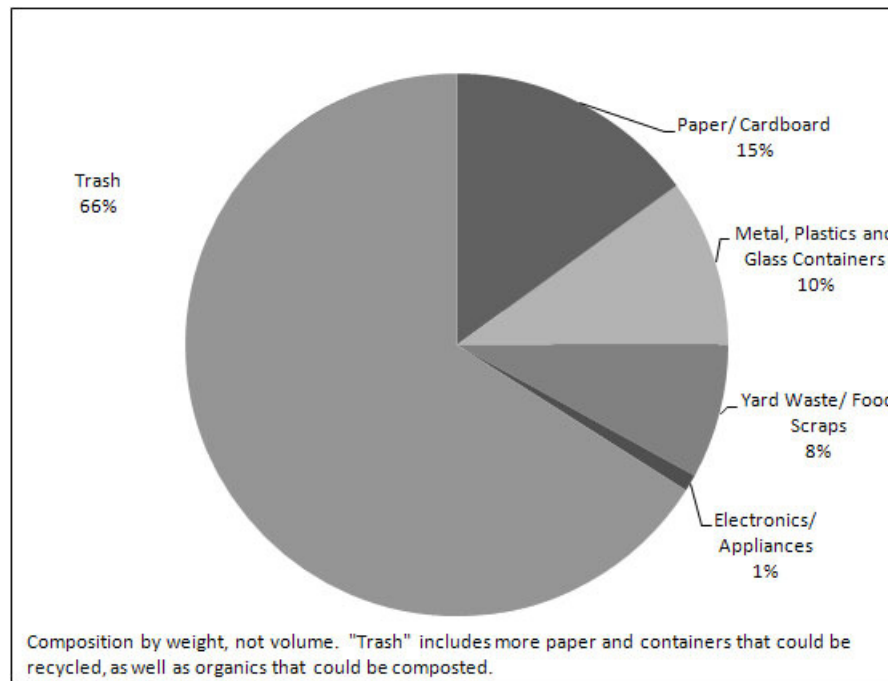
These programs work to improve the cleanliness of the city, while promoting a decrease in rubbish disposal and an increase in recycling. Cambridge residents have consistently given high marks to the City's efforts in these areas during the past decade, as shown in results from the biannual *Cambridge Citizen Survey*:

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge's <i>garbage collection</i> as "Excellent" or "Good"	88%	86%	85%	80%	86%	86%

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge's <i>recycling collection</i> as "Excellent" or "Good"	82%	80%	86%	85%	86%	86%

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge's <i>street maintenance and cleanliness</i> as "Excellent" or "Good"	63%	61%	57%	55%	63%	68%

**Figure 2: Municipal Solid Waste Stream Composition, FY10**



## **STREET CLEANING**

**PURPOSE & OVERVIEW:** The Street Cleaning Division is responsible for maintaining clean public ways through a combination of mechanical street sweeping throughout the city, as well as mechanical and hand sidewalk sweeping and litter collection in city squares. Contractual citywide street sweeping, which runs from April through December each year, includes the cleaning of approximately 12,000 street miles. Citywide street sweeping includes twice yearly vacuum sweeping, which improves stormwater quality. Street cleaning also has a power washer which is used to clean public area trash and recycling receptacles, and to operate a graffiti removal program on both public and private property.



**FY12 GOALS:**

- *GOAL 1: Provide high quality cleaning of streets, sidewalks and squares.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Tons of debris collected through mechanical street cleaning	1,538	1,500	1,600	1,625
2. Total number of solar powered trash compactors installed in high litter areas (cumulative)	42	55	55	58
3. Abandoned bikes removed	621	300	300	300
4. Graffiti incidents power-washed	552	300	600	500
5. Power-washed public litter barrels	208	430	430	430
6. Scheduled twice-daily litter pickups in Cambridge Squares (percent of days completed)	95%	95%	95%	98%

**RUBBISH REMOVAL**

**PURPOSE & OVERVIEW:** The Rubbish Division plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste from residential areas, public buildings and schools. Rubbish also collects bulky waste from citizens who schedule collection and pay a service fee for each item removed; as part of this program, chlorofluorocarbons (CFCs) from certain appliances are removed, and metals and electronics are recycled.

Rubbish staff enforce the City’s Refuse and Litter Ordinance related to requirements for proper trash preparation, mandatory recycling, bulky waste and litter. These programs support the City’s rodent control, cleanliness and environmental efforts. In addition, Rubbish supports household hazardous waste collection events three times each year in order to divert toxics from the waste stream.

**RECYCLING**

**PURPOSE & OVERVIEW:** The Recycling Division’s mission is to encourage people to consume less, re-use and donate materials whenever possible, and recycle what cannot be eliminated or re-used. Recycling’s largest program is the weekly curbside collection of materials that must be recycled under State law—including paper, cardboard, bottles, cans, yard waste, electronics and appliances—from residents, City buildings and schools. Recycling also operates a Recycling Center open to Cambridge residents and businesses and non-profits with 50 or fewer employees.

Day-to-day customer service, education and outreach remain a priority for Recycling, as does the provision of technical assistance to schools and multi-family residences. Recycling also maintains and monitors recycling in City buildings, schools, public areas and festivals, and helps businesses and institutions plan and implement effective recycling and waste reduction programs.

With support from the Recycling Advisory Committee, Recycling works to implement City policies, improve current programs and expand efforts to meet or exceed goals outlined in the City’s Climate Protection Plan and the Massachusetts Solid Waste Master Plan.

**FY12 GOALS:**

- *GOAL 1: Maximize efficiency and effectiveness of curbside solid waste collection.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of warnings/citations issued for solid waste violations	4,274	3,000	3,000	2,500
2. Number of service requests received and responded to for recycling bins and totes	1,574	1,800	3,000	1,500

- *GOAL 2: Reduce the number of tons disposed.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Tons of recyclables collected from households, schools and City buildings	12,685	13,150	13,150	14,207
2. Cost per ton for recycling	\$146	\$184	\$184	\$171
3. Cost per ton for rubbish	\$223	\$230	\$239	\$254

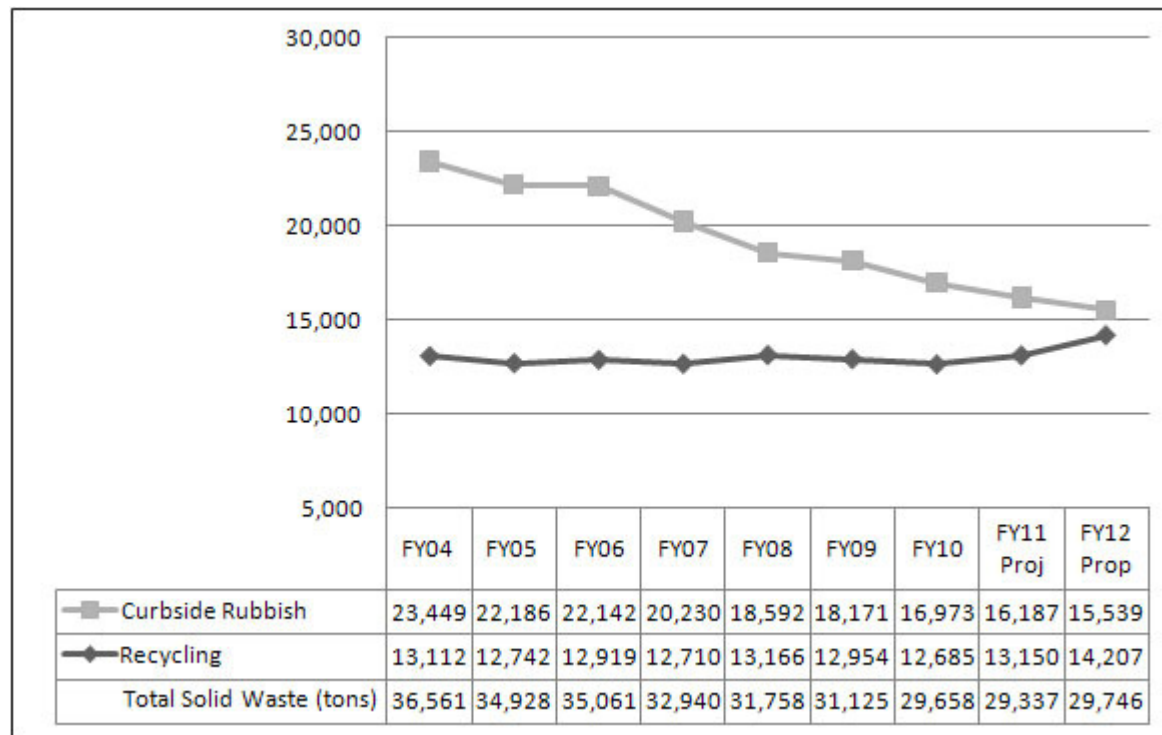
■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Number of large apartment buildings (6+ units) monitored for recycling participation and quantity diverted	316	400	400	500
5. Percentage of large apartment buildings (6+ units) in which residents recycle more than 10 pounds per household per week	56%	60%	57%	60%
6. Tons of rubbish collected by DPW from households, schools and City buildings	16,963	17,150	16,187	15,539

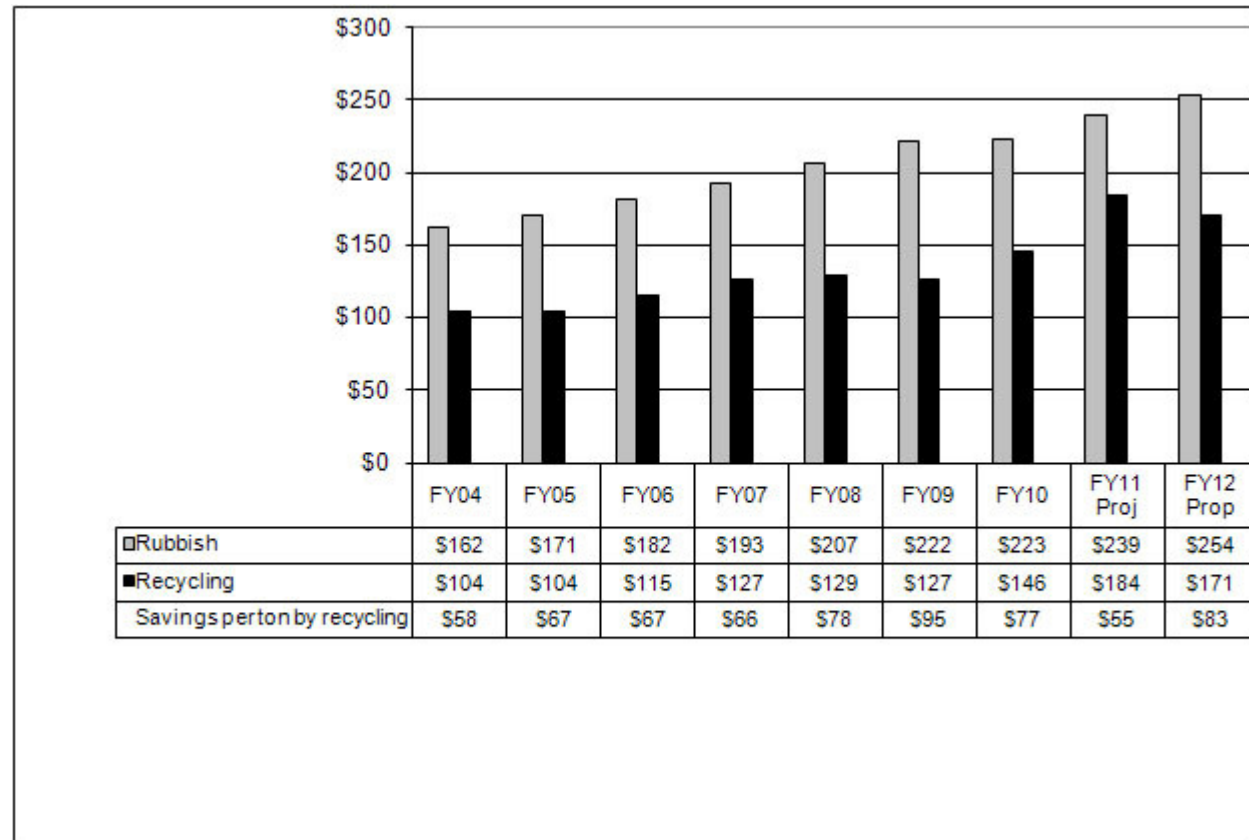
■ *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash land filled or incinerated.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of bulky waste items including white goods (appliances) collected	758	1,500	700	700
2. Pounds of CFC's extracted from appliances	315	500	200	200
3. Pounds of computer monitors, TVs and other electronic waste collected	282,660	275,000	320,000	300,000
4. Pounds of hazardous batteries collected	1,924	2,000	800	1,000
5. Number of fluorescent bulbs collected	14,674	8,000	8,000	8,000
6. Number of pounds of mercury-containing devices collected	256	40	75	40
7. Gallons of motor oil collected	2,738	1,200	1,200	1,200
8. Gallons of paint collected	4,313	5,000	5,000	5,000

**Figure 3: Curbside Rubbish and Recycling Tonnage Collected by the City (FY04 - FY12 proposed)**



**Figure 4: Cost per Ton of Rubbish and Recycling Collected by the City (FY04-FY12 Proposed)**



Rubbish 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.

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**PUBLIC WORKS  
-Service Programs/Public Grounds**

\$4,247,550  
\$4,247,550

\$4,685,355  
\$4,685,355

**PARKS & URBAN FORESTRY**

\$4,786,740  
\$4,786,740

**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. In addition, Parks and Urban Forestry is responsible for implementing a program of arboriculture for approximately 11,850 public street trees and over 3,400 trees in parks and cemeteries.

Parks are maintained through a combination of in-house, district-based crews and private maintenance contracts. Parks and Urban Forestry ensures that parks are safe, clean and attractive, and have been properly prepared for sports activities and other special events. This effort has been highly rated by respondents to the biannual *Cambridge Citizen Survey* during the past decade:

Survey Year	2000	2002	2004	2006	2008	2010
Percentage of survey respondents rating Cambridge's <i>City parks and park maintenance</i> as "Excellent" or "Good"	78%	80%	82%	82%	84%	81%

Parks and Urban Forestry beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites throughout the city. Parks and Urban Forestry has increasingly worked to foster public/private partnerships in their landscaping and beautification efforts through the Cambridge in Bloom program, coordinating over 350 volunteers in the last year alone from organizations including the Cambridge Chamber of Commerce, the Pickapocket Gardeners, Metabolix and Microsoft.

The urban forest is maintained through a combination of in-house crews and private maintenance contracts, who plant trees, conduct cyclical pruning, and respond 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 18<sup>th</sup> consecutive year, as well as the Foundation's more prestigious Growth Award for the 3<sup>rd</sup> consecutive year.

This year, Parks and Urban Forestry launched the new the Junior Forester Program, through which school-aged children adopt newly planted trees in their neighborhood or near their school, and in return Public Works provides education on tree care, Gator Bags to help water adopted trees and recognition to participants. Parks and Urban Forestry is also planning for a Tree Ambassador Program for summer 2011, through which an intern will ride to newly planted trees by bicycle, watering the trees and educating local residents and businesses about tree care.

**FY12 GOALS:**

- *GOAL 1: Continue to provide a quality park and landscaping maintenance program, with an enhanced commitment to community partnerships.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of parks, playgrounds, and other landscaped sites maintained	127	127	127	127
2. Number of sites on contract	53	55	55	55
3. Number of irrigation systems maintained	67	67	67	67
4. Number of water-play features maintained	25	25	25	26
5. Number of planting sites	40	47	48	48
6. Number of landscaped sites with three season displays	16	16	16	16
7. Number of volunteer events (such as park cleanups, flower/bulb planting, special projects)	6	8	10	10
8. Number of formal public/ private partnerships through Cambridge in Bloom	10	20	20	20
9. Number of Cambridge elementary school students participating in the Junior Forester Program	n/a	n/a	20	50

- *GOAL 2: Maintain a commitment to customer service in the Urban Forestry program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of Urban Forestry service requests received	521	500	500	500
2. Number of emergency response service requests for Urban Forestry	97	100	350	100

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Complete planting requests within 1 year (percent of requests)	100%	90%	90%	90%
4. Urban Forestry maintenance requests completed within 60 days (percent of requests)	89%	90%	80%	90%

■ *GOAL 3: Attain Tree City USA Growth Award for enhanced programs in education and partnerships, planning and management, and tree planting and maintenance.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of community presentations on forestry topics	11	11	11	12
2. Number of volunteer events (tree planting, tree pruning and tree well maintenance)	3	3	3	3
3. Number of new trees planted to include gator watering bags and educational material for neighbors about tree care	n/a	250	300	250
4. Number of neighborhood tree walks	3	3	3	3
5. Improve the Urban Forestry Webpage on Public Works Website (percent complete)	40%	85%	85%	100%
6. Use tree inventory data to achieve goal of filling empty tree wells (# of empty tree wells)	582	450	400	350



■ *GOAL 4: Maintain an assertive tree planting and maintenance program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of trees pruned	2,510	2,000	2,525	2,000
2. Number of trees removed	116	100	175	100
3. Number of new trees planted	587	300	350	400
4. Total number of street trees	12,137	11,674	12,667	12,967
5. Total number of Cemetery trees	n/a	655	840	846
6. Total number of park trees	n/a	3,050	2,244	2,259

**PUBLIC WORKS  
-Service Programs/Cemetery**

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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\$932,575  
\$932,575

\$983,955  
\$983,955

**CEMETERY**

\$999,910  
\$999,910

**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 has 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.

Community Preservation Act (CPA) funding since 2007 has enabled the Cemetery to restore many historical staircases, which are on individual lots and date back as far as the early 1900s. Using the Cemetery Master Plan as a guide, Cemetery staff has 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.

**FY12 GOALS:**

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of interments	279	300	265	275
2. Number of maintenance requests received	45	40	60	60
3. Average number of days to complete maintenance requests	4	4	4	4

- *GOAL 2: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of trees planted at Cemetery	9	5	5	6
2. Number of new perennial islands created	1	1	1	1
3. Number of Cemetery trees pruned annually	80	100	100	100
5. Staircases restored using Community Preservation Act funding (cumulative)	50	55	52	64

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of new spaces for burial created	72	75	100	100

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**PUBLIC WORKS**  
-Supporting Serv./Public Bldgs.

\$1,747,560  
\$1,529,380  
\$435,710  
\$3,712,650

\$1,835,125  
\$1,806,365  
\$467,695  
\$4,109,185

**OPERATION**      \$1,872,030  
**MAINTENANCE**    \$1,904,125  
**ADMINISTRATION**    \$475,650  
\$4,251,805

**BUILDING OPERATIONS**

**PURPOSE & OVERVIEW:** The Building Operations Division provides custodial services to 12 municipal buildings, including

City Hall, the Senior Center at 806 Massachusetts Avenue, the City Hall Annex/ McCusker Center at 344 Broadway, the Coffon Building at 51 Inman Street, the new Robert W. Healy Public Safety Facility at 125 Sixth Street, the Lombardi Building at 831 Massachusetts Avenue, the DPW Frazier Building at 147 Hampshire Street, the Area IV Youth Center, the Frisoli Youth Center, the Gately Youth Center, the Moore Youth Center and the Mayor Sheila Doyle Russell West Cambridge Youth and Community Center.

While the majority of cleaning is done by in-house custodial crews, certain larger community facilities such as the Senior Center and the Healy Public Safety Facility are supplemented by private contract crews. The Division has two shifts: 6 a.m. – 2 p.m. and a smaller crew in the evenings working 2 p.m. to 10 p.m. The Division uses U.S. Green Seal approved, environmentally preferred cleaning products, including HEPA filtered vacuum cleaners, to clean all public buildings.

**FY12 GOALS:**

- *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY10	FY11	FY11	FY12
	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Number of buildings for which DPW holds user group meetings	12	13	13	13
2. Number of total user group meetings held for all buildings	62	84	84	84

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of service requests	119	110	110	110
2. Average number of days to close requests	11.5	8.0	9.0	9.0

**BUILDING MAINTENANCE**

**PURPOSE & OVERVIEW:** The Building Maintenance Division is responsible for services such as carpentry, painting, plumbing, lock installation and repair, and sign fabrication. In addition to routine maintenance, the Division also responds to numerous emergency calls related to building maintenance, such as heating, plumbing and ventilation problems in City buildings.

The employees in this Division provide services to many City departments and to the community. Each year, they support approximately 75 public events by setting up staging and a public address system. The Division also creates temporary street signage for public announcements, emergency snow plowing and street sweeping, and permanent commemorative and memorial signage.

**FY12 GOALS:**

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of work requests (Operations & Maintenance)	1,008	1,100	1,000	1,000
2. Average number of days to close request	16.5	15.0	18.0	16.0

## PUBLIC BUILDING ADMINISTRATION

**PURPOSE & OVERVIEW:** In addition to the oversight of the Operations and Maintenance Divisions, the Public Building Administration Division is responsible for all aspects of construction, renovation and significant maintenance to the City's public buildings. The Division managed \$3.5 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 and development of specifications and bid documents through construction project management. A significant portion of the Division's efforts are devoted to HVAC improvements in order to reduce energy use and improve occupant comfort.

### FY11 GOALS:

- *GOAL 1: Reduce energy consumption through the installation of energy saving technology and upgrades of equipment.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of premium efficiency motors installed	4	7	7	3
2. Total number of buildings with Direct Digital Control (DDC) systems for heating, ventilation and air conditioning (HVAC)	3	13	13	15

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>	<b>PUBLIC WORKS -Supporting Services/Vehicle Maintenance</b>
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\$1,473,625  
\$1,473,625

\$1,676,120  
\$1,676,120

**VEHICLE & EQUIPMENT  
MAINTENANCE**

\$1,541,170  
\$1,541,170

**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 and breakdowns through a preventive maintenance program, scheduling and documenting all repairs in a computerized work order system. Vehicle Maintenance has reduced toxics, waste and costs in its operations by using retreaded tires; cleaner-burning diesel fuel; recycled motor and hydraulic oil, antifreeze, washer fluid and wipe rags; and by recycling approximately 10,000 pounds of metal parts each year.

Vehicle Maintenance researches and develops specifications for new vehicle purchases under the guidance of the City's Green Fleets policy. Staff has increasingly focused on "right-sizing" the vehicle for the job and incorporating more fuel efficient vehicles into the City's fleet. 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.

**FY12 GOALS:**

- *GOAL 1: Maximize vehicle availability.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of emergency breakdowns	84	50	40	50
2. Number of preventive maintenance service orders	249	250	200	250

- *GOAL 2: Maximize number of staff who obtains a Commercial Driver's License (CDL), in order to improve employee skill level and increase the types of equipment staff are able to operate.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of staff members with a CDL	86	90	92	92

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**PUBLIC WORKS**  
**-Supporting Services/Off-Hour Services**

<p align="center"><u>\$917,630</u> \$917,630</p>	<p align="center"><u>\$908,820</u> \$908,820</p>	<p align="center"><b>OFF-HOUR SERVICES</b></p>	<p align="center"><u>\$823,340</u> \$823,340</p>
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**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 FY10	PROJECTED FY11		BUDGET FY12
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**PUBLIC WORKS  
-Supporting Services/Energy**

<p align="center"><u>\$1,415,820</u> \$1,415,820</p>	<p align="center"><u>\$1,641,135</u> \$1,641,135</p>	<p align="center"><b>ENERGY</b></p>	<p align="center"><u>\$1,712,435</u> \$1,712,435</p>	<p><b>ENERGY CONSUMPTION:</b> The Department of Public Works pays utility and fuel expenses for 22 buildings, 48 parks, 20 pump stations, as well as gasoline and diesel expenses for more than 300 City vehicles and pieces of equipment that obtain fuel from Public Works. Costs are supported by this budgetary allotment plus reimbursements from other City departments. Public Works recognizes the importance of reducing energy use from both a cost and environmental perspective, and has played a significant role in the City’s ongoing greenhouse gas reduction efforts through its work installing high efficiency building equipment and promoting behavioral and operational changes.</p> <p>In the spring of 2010, Public Works staff collaborated with other City departments in Cambridge’s successful bid to be one of the first 35 municipalities in the Commonwealth to achieve a <i>Green Communities</i> designation. Administered by the Massachusetts Department of Energy Resources, this program provides funding to help municipalities pursue energy efficiency measures, large renewable energy projects and innovative methods that decrease the use of fossil fuels. To be designated, the City adopted five required criteria, including an Energy Reduction Plan for reducing energy consumption to 20% below an FY08 baseline by FY13. The combined efforts of all City departments has already resulted in a reduction of municipal energy consumption by 15% from baseline year FY08.</p> <p>From 2006 until the current fiscal year, Public Works tracked energy and fuel consumption and cost data for all City buildings and vehicles through an online database called the Energy Information System. Public Works began using a statewide online database, MassEnergyInsight (MEI), which is available to all Massachusetts cities and towns at no cost. Public Works staff have begun training other City departments to use MEI to track and monitor their energy use and costs.</p> <p>Public Works continues to act as a lead sponsor of Cambridge GreenSense, a municipal energy and sustainability awareness program committed to improving energy efficiency throughout City government. Since 2009, GreenSense has engaged 75 municipal employees in more than 40 City buildings to meet the program goals and advance the City’s role as a “green” leader. In its first year, the program helped reduce electricity consumption by 5% in participating City buildings. In FY11, Cambridge GreenSense helped to promote single-stream recycling, highlighting the energy savings and greenhouse gas emissions reduced by recycling.</p>
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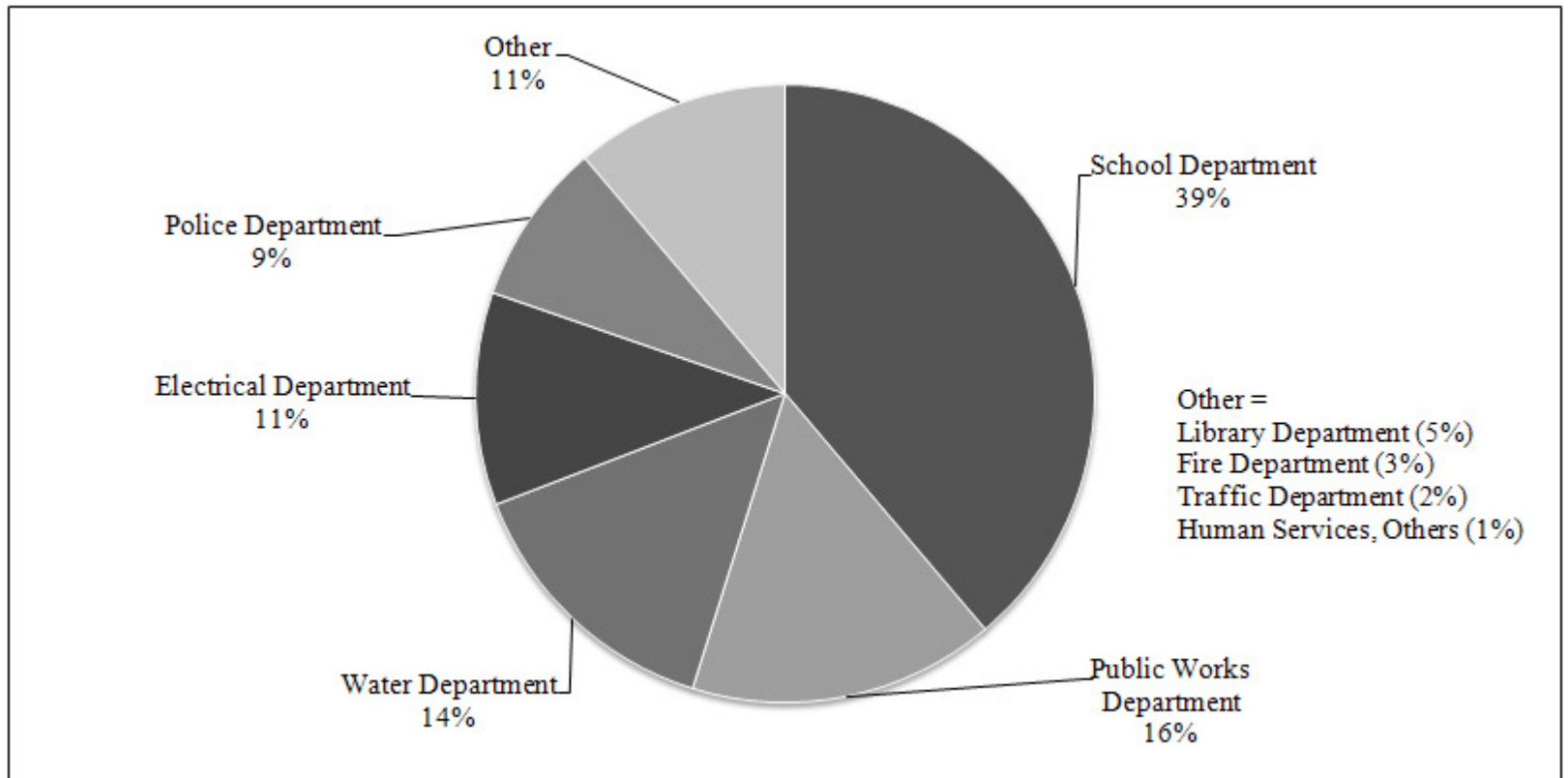
**Table 2: FY09 and FY10 Citywide Energy and Fuel Consumption**

	<u>Consumption</u>	<u>CO2 Emissions</u> <u>(tons)</u>	<u>Expenditures</u>	<u>% of Total</u> <u>Expenditures</u>
<b><i>Fiscal Year 2009</i></b>				
<i>Building area (sq. ft.) under City management: 3,209,169</i>				
Electric (kWh)	39,797,230	18,008	\$5,601,768	60%
Natural Gas (therms)	731,470	4,283	\$1,071,652	11%
Heating Oil (gallons)	348,185	3,896	\$1,450,337	16%
Vehicle Fuel (gallons)	321,813	3,147	\$1,254,222	13%
	<b>TOTAL</b>	29,334	\$9,377,980	100%
<b><i>Fiscal Year 2010</i></b>				
<i>Building area (sq. ft.) under City management: 3,313,069</i>				
	<u>Consumption</u>	<u>CO2 Emissions</u> <u>(tons)</u>	<u>Expenditures</u>	<u>% of Total</u> <u>Expenditures</u>
Electric (kWh)	41,189,062	18,638	\$5,630,875	70%
Natural Gas (therms)	868,870	5,087	\$1,171,820	15%
Heating Oil (gallons)	259,660	2,906	\$598,598	7%
Vehicle Fuel (gallons)	295,739	2,890	\$617,432	8%
	<b>TOTAL</b>	29,521	\$8,018,725	100%

Source: MassEnergyInsight

Includes all City buildings, schools, parks, street lights, traffic lights, pumps and vehicles. Changes in FY09 figures reflect data conversion from previous tracking system. The increase in electricity and natural gas consumption, and decrease in oil in FY10 includes the Main Library and the Russell Youth and Community Center, which had been under construction during FY09, and installation of four new gas boilers at CRLS. Decrease in vehicle fuel expenditures reflects drop in vehicle fuel costs in FY10.

**Figure 5: FY10 City Energy Use By Category**

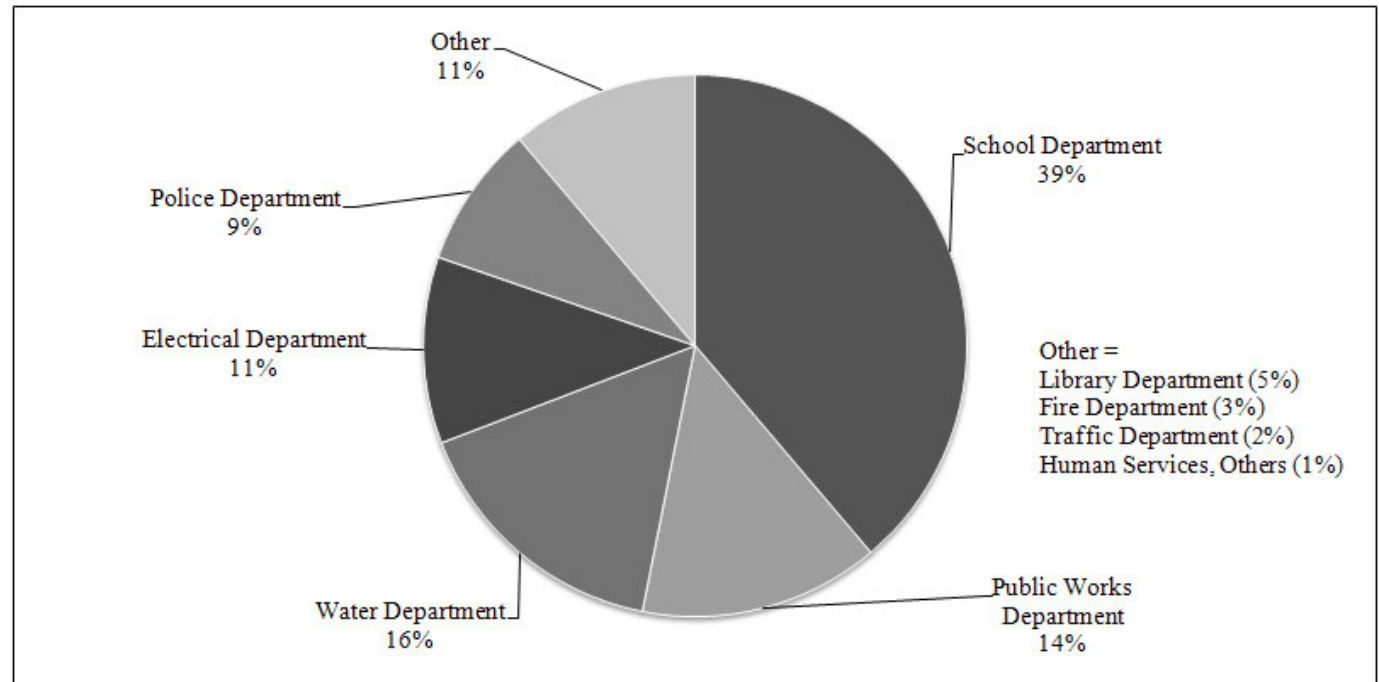


Percentage of total energy consumed by the City, measured in MMBTU (millions of British Thermal Units), a unit of energy measurement that can be used across fuel types.

Source: MassEnergyInsight

	MMBTU
Buildings	201,535
Outdoor lighting (streetlights, traffic signals, park lights)	25,045
Vehicle Fuels	70,019
Water treatment, water, and wastewater pumping facilities	37,196

**Figure 6: FY10 Total Energy Costs By Department**



Includes electricity, gas, oil and vehicle fuel.

<b>DEPARTMENT</b>	<b>TOTAL ENERGY COSTS</b>
School Department	\$3,110,690
Public Works Department	\$1,287,355
Water Department	\$1,148,955
Electrical Department	\$890,934
Police Department	\$680,906
Other	\$899,884
<b>TOTAL</b>	<b>\$8,018,724</b>

**Table 3: Completed Energy Efficiency Projects**

	Electricity Saved (kWh/yr)	Natural Gas Saved (therms/yr)	CO2 Reduction (tons)	Estimated Annual Energy Savings
<b>Completed Energy Efficiency Projects, FY05-FY08</b> (Including Traffic Signal, Lighting, and Heating, Ventilation and Air Conditioning Upgrades)	1,253,674	16,701	995	\$213,938
<b>Lighting Upgrades</b>				
Area 4 Youth Center	15,320		6	\$2,298
Baldwin School	61,140		25	\$9,171
City Hall	98,825		40	\$14,824
Engine 3	17,640		7	\$2,646
Frisoli Youth Center	31,195		13	\$4,679
Gately Youth Center	8,360		3	\$1,254
Haggerty School	77,980		32	\$11,697
Kennedy/Longfellow School	169,890		69	\$25,484
Peabody School	206,245		83	\$30,937
Senior Center	9,270		4	\$1,391
Walter J Sullivan Water Purification Facility	262,800		188	\$39,420
<b>Heating, Ventilation and Air Conditioning (HVAC)</b>				
DPW Frazier, Longfellow School and Moore Youth Center boiler replacements with direct digital controls		20,000	24	\$31,000
Fire Headquarters boiler with direct digital controls		5,306	31	\$8,224
Coffon Building boiler, DDC controls and programmable thermostats	15,748	3,267	31	\$7,426
DPW Frazier Building Air Conditioning improvements and programmable thermostats	21,778	4,555	42	\$10,327
Walter J Sullivan Water Purification Facility HVAC Phase 1 upgrades	37,100		27	\$5,565
<b>Other</b>				
Cemetery garage and administration building insulation	250	3,300	20	\$5,153
<b>TOTAL:</b>	<b>2,287,215</b>	<b>53,129</b>	<b>1,640</b>	<b>425,434</b>

LEED-Certified Building Projects <sup>2</sup>	LEED Status
City Hall Annex	Gold
Russell Field House	Certified
Robert W. Healy Public Safety Facility	Silver
Main Library Expansion	Silver
War Memorial Recreation Facility	Silver
Russell Youth Center	Silver
Cambridge Rindge and Latin High School	Under construction

<sup>1</sup> Estimates based on FY11 utility rates

<sup>2</sup> Leadership in Energy and Environmental Design certification system developed by U.S. Green Building Council



**Table 4: Energy Efficiency Projects to be Completed Through Green Communities Act Grant and Other Funds**

	<b>Project Description</b>	<b>FY10 Energy Cost (\$)</b>	<b>Electricity Saved (kWh/yr)</b>	<b>Natural Gas Saved (therms/yr)</b>	<b>CO2 Reduction (tons)</b>	<b>Estimated Annual Energy Savings</b>
Area IV Youth Center	HVAC	\$64,110	21,439	4,680	14	\$10,470
Baldwin School	HVAC	\$151,736	40,228	3,954	21	\$12,163
City Hall	Attic insulation	\$126,332	16,500	5,500	13	\$11,000
Coffon Building	Lighting	\$58,685	31,592		13	\$4,739
DPW Complex	Lighting	\$146,326	49,332		20	\$7,400
Engine 3	HVAC	\$31,880	605	2,626	3	\$4,161
Engine 8	Lighting, HVAC	\$31,871	8,356	2,339	6	\$4,879
Frisoli Youth Center	HVAC	\$49,188	55,198	6,901	31	\$18,976
Golf Course Clubhouse	Lighting	\$22,178	12,539		5	\$1,881
Haggerty School	HVAC	\$143,837	267,705	11,056	121	\$57,293
Lombardi Building	Lighting, HVAC	\$67,273	21,793	1,538	11	\$5,653
Morse School	Lighting	\$172,376	66,232		27	\$9,935
Peabody School	HVAC	\$214,956	95,169	16,599	58	\$40,004
Senior Center	HVAC	\$108,103	39,130	1,260	17	\$7,823
Solomon Garage	Lighting, HVAC	\$59,418	16,504	1,038	8	\$4,085
<b>Total:</b>		<b>\$1,448,269</b>	<b>742,322</b>	<b>57,491</b>	<b>368</b>	<b>\$200,462</b>

Projects to be funded from Green Communities Act Grant and other sources of funding. Buildings may be added or removed from list based on funding availability and consumption data. Preliminary estimates based on FY11 utility rates.

**FY12 GOALS:**

- *GOAL 1: Reduce the overall amount of energy consumed in City operations to reduce costs, greenhouse gas emissions and promote a healthier environment.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Reduce energy use in municipal buildings equivalent to 300,000 kWh of electricity and 35,000 therms of gas through the Energy Efficiency and Conservation Block Grant Program, also reducing the City's annual CO2 emissions by 350 tons (percent complete)	n/a	20%	50%	100%
2. Number of buildings with high-efficiency HVAC (heating, ventilation and cooling) equipment and controls installed (cumulative, beginning FY05)	8	13	14	20
3. Number of buildings with high efficiency lighting fixtures, motion sensors and lighting controls installed (cumulative, beginning FY05)	8	12	17	25
4. Number of buildings at which commissioning or retro-commissioning studies have been completed to ensure that energy efficiency measures are performing as designed (cumulative, beginning FY05)	4	7	7	8
5. Number of formal E-mail bulletins, status reports and meetings regarding energy improvements through which building occupants are engaged and energy communications are enhanced	20	15	10	15

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
6. Number of City employees trained to track energy consumption, costs and performance improvements in their buildings through an online database, MassEnergyInsight (formerly Energy Information System) (cumulative total)	10	15	18	20
7. Publicize energy efficiency and green initiatives on the DPW Website (percent of Website complete)	50%	90%	75%	100%
8. Reduce citywide energy consumption by 20% over FY08 baseline usage in five years to meet Green Communities Program criteria (cumulative, percent reduction, maximum 20%)	12%	n/a	15%	18%



**WATER  
-Summary**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$9,681,605	\$8,329,285	<b>ADMINISTRATION</b>	\$6,452,425
\$5,365,650	\$5,497,290	<b>SOURCE OF SUPPLY</b>	\$5,679,025
<u>\$2,412,195</u>	<u>\$2,463,350</u>	<b>TRANSMISSION &amp; DISTRIBUTION</b>	<u>\$2,771,170</u>
<b>\$17,459,450</b>	<b>\$16,289,925</b>		<b>\$14,902,620</b>

**PURPOSE & OVERVIEW:** The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 102,000 residents. The CWD operates under the general

direction of the City Manager. The 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 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. Over the next several years, 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 and process upgrades and renewable energy sources; 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 others 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 FY12 Water Budget reflects a net decrease of \$1,513,500 due to a decrease of \$1,616,615 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. The FY12 Budget reflects the reduction of three cross connection inspectors, as part of a service model reconfiguration, and an assistant to the managing director position.

## **FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Continued the peak electrical demand management plan to reduce electricity usage charges for the City (reduced the electrical peak demand charges to the City by 50%).
- Participating in a U.S. EPA/DEP "Energy Leaders" program to further pursue energy efficiency opportunities at the Water Department.
- Initiated a detailed "Energy Audit" of the treatment facility including a review of all the building and process systems.
- Coordinated the 4th annual Fresh Pond Reservation Day in May at the end of Water Week and in coordination with the Cambridge Science Festival.
- Produced over 4.9 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.
- Added one partial zero emission vehicle (PZEV) to our fleet. This brings the total number of "green" vehicles in the Water Department fleet to six (6).
- Completed cooperative infrastructure projects on Concord Avenue, Central Square Sewer Separation, Oxford Street area (Phase I) and 500 Main Street (MIT).
- Started/continued cooperative infrastructure projects on Frost Street Sewer Separation, Central Square Common Manhole Removal, Discovery Park, Cambridge Park Drive, Whittemore Avenue/CAM400 Project (North Cambridge), Ellery Street, Belmont to Somerville Bike Path, Linskey Way and the Harvard Square T-Station Project.
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Completed the automation of all Cross Connection Control Program data.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices and initiated the surveying of facilities for cross connections throughout the City.
- Distributed the 2010 annual "Consumer Confidence Report" on drinking water quality via direct mail and the Department Web page.
- Responded to and repaired over 50 water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Rehabilitated approximately 9,000 feet of water mains; replaced over 36 lead water services and replaced or repaired 60 valves; eliminated 13,000 feet of parallel old cast iron pipe; and maintained a 99.9 percent

in-service rating for fire hydrants.

- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 60,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.
- Completed the latest U.S. EPA drinking water monitoring program: Unregulated Compound Monitoring, Round 2 (UCMR2). None of the compounds monitored were found in Cambridge drinking water.
- Expanded and maintained and the Department's Web page.
- Completed the Cambridge Watershed Surface Supply Protection Plan.
- In cooperation with the DCR and MDOT, constructed a bicycle path on and adjacent to the City-owned Stony Brook conduit easement in Watertown.
- Completed the Phase I restoration plan for Black's Nook.
- The Fresh Pond Reservation and Volunteer Stewardship Programs coordinated over 1700 hours of volunteer work.
- Continued to review, monitor and inspect major development projects in the watershed.
- Installed an electronic counter at Fresh Pond Reservation to collect user data.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>CHARGES FOR SERVICES</b>		<b>\$14,902,620</b>
Water Usage Charge	\$14,052,620	
Misc Water Charges	\$105,000	
Cross Connection Fee	\$495,000	
Retained Earnings/Water Fund	\$250,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$14,902,620</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$6,035,610</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$4,050,450</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$86,580</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$4,729,980</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$14,902,620</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>60</b>	<b>59</b>	<b>55</b>

**WATER  
-Administration**

ACTUAL FY10	PROJECTED FY11	BUDGET FY12
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\$1,180,570	\$1,350,105
\$707,930	\$832,585
<u>\$7,793,105</u>	<u>\$6,146,595</u>
\$9,681,605	\$8,329,285

**ADMINISTRATIVE  
ENGINEERING & CROSS  
CONNECTION  
DEBT SERVICE**

\$1,514,830
\$407,615
<u>\$4,529,980</u>
\$6,452,425

**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 and is responsible for the Automated Meter Reading (AMR) "high read" notification system, making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

**FY12 GOALS:**

- *GOAL 1: Improve customer relations through development of programs that educate the public and disseminate information including routine Web page updates.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. General Tours/Open Houses	25	24	24	24
2. School and Community Activities	52	50	50	50

- *GOAL 2: Improve metering, meter reading efficiency and customer service.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Provide proactive customer service notifications to customers who have high water use (number of notices)	1,415	1,575	1,200	1,200
2. Upgrade AMR Software/system	n/a	100%	50%	100%
3. Meters replaced	653	1,000	350	1,000

- *GOAL 3: Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and implementing uniform work practices.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage of staff receiving required Department of Environmental Protection training	100%	100%	100%	100%
2. Department training hours obtained	555	550	550	550

- *GOAL 4: Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Test all backflow prevention devices semi-annually; number of tests	6,372	6,300	6,300	6,300

- *GOAL 5: Continue to work with the DEP to develop a survey plan in order to comply with regulations.*

- *GOAL 6: Maintain long range capital plans.*

**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.

**FY12 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 back flow device permits in a timely manner, pursuant to citywide permit guidelines.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percent of permits issued within two weeks	99%	100%	99%	100%
2. Number of construction permits	120	100	95	100
3. Number of hydrant rental permits	22	31	35	35
4. Number of fire pump test permits	251	260	275	260
5. Number of cross connection device permits	66	60	140	135

- *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 FY10	PROJECTED FY11		BUDGET FY12
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**WATER  
-Source of Supply**

\$983,855	\$1,055,270
\$4,337,255	\$4,395,610
<u>\$44,540</u>	<u>\$46,410</u>
\$5,365,650	\$5,497,290

<b>WATERSHED</b>	<b>\$1,101,355</b>
<b>WATER TREATMENT OPERATION</b>	<b>\$4,531,260</b>
<b>DEP ASSESSMENT</b>	<b><u>\$46,410</u></b>
	<b>\$5,679,025</b>

**PURPOSE & OVERVIEW:** The Watershed division is responsible for the management and operation of the City's four reservoirs located in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Hobbs

Brook and Stony Brook reservoirs are the primary source of water for our system. The total capacity of the two up-country reservoirs is 3,445 million gallons. The water is transferred to the terminal reservoir, Fresh Pond, via the Stony Brook Conduit. The Fresh Pond Reservoir has an additional 1,308 million gallons of water storage. The watersheds serving the three reservoirs total 24 square miles. The Division works to develop and implement intricate watershed protection plans and hazardous materials response plans, seeking partnerships where appropriate; conducts environmental and raw water quality monitoring; manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements the Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

**FY12 GOALS:**

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 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	n/a	25%	25%	50%
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	n/a	20%	20%	50%



■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Develop a de-icing management plan for watershed communities and businesses	n/a	30%	30%	50%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Develop and implement a pilot Glacken slope restoration plan - CPA funded project	50%	60%	75%	100%
2. Develop a shared use pathways plan for Fresh Pond Reservation	n/a	30%	30%	50%
3. Develop a sustainable landscape maintenance Best Management Practices plan for Fresh Pond Reservation	n/a	30%	30%	50%
4. Implement Hobbs Brook Reservoir Trapelo Road and Winter Street Gatehouse Restoration	n/a	n/a	n/a	30%
5. Implement the Winter Street Dam Embankment and Spillway Repairs	n/a	n/a	n/a	30%
6. Implement the restoration plantings at Black's Nook and Glacken Slope	n/a	n/a	n/a	50%
7. Implement the Black's Nook Site Improvement Plan	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).

**FY12 GOALS:**

- *GOAL 1: Optimize, operate and maintain the Water Treatment Facility.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Update and maintain maintenance and preventive maintenance programs	100%	100%	100%	100%

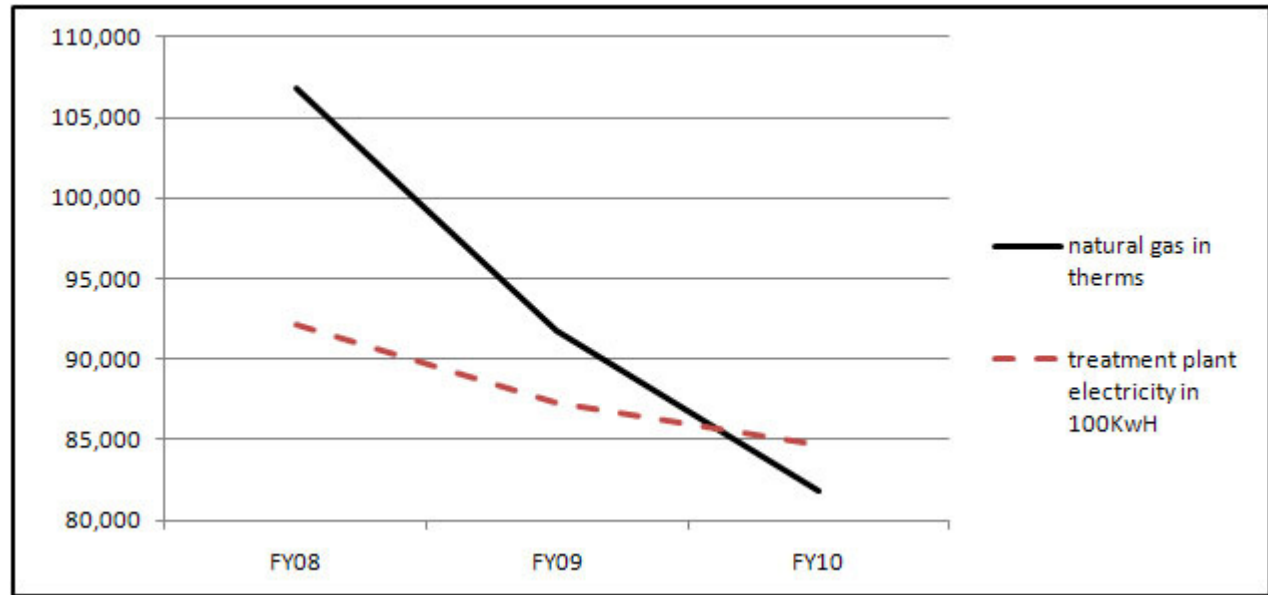
- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	63,702	60,000	61,100	61,600
3. Water treatment plant tests performed	54,789	52,000	52,770	53,000
4. Watershed tests performed	3,313	2,400	2,730	3,000
5. Transmission and Distribution tests performed	5,600	5,600	5,600	5,600
6. Update and maintain quality and process controls	100%	100%	100%	100%
7. Perform annual certification performance testing	100%	100%	100%	100%

- *GOAL 3: Implement strategies to reduce energy consumption.*

### Figure 1: Treatment Plant Energy Usage

The following chart shows usage of electricity and natural gas at the Water Treatment Plant for the period FY08 - FY10. The reduction in natural gas usage reflects improvements to the HVAC system. The continued reduction in kilowatt hours reflects energy conservation measures such as reduced aeration runtime at Fresh Pond, reduced peak energy consumption and increased education of employees about power usage.



### DEP ASSESSMENT

**PURPOSE & OVERVIEW:** The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY12 is estimated at \$8.90 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY11 is projected to be 4.9 billion gallons of water. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**WATER  
-Transmission & Distribution**

\$2,412,195  
\$2,412,195

\$2,463,350  
\$2,463,350

**TRANSMISSION & DISTRIBUTION**

\$2,771,170  
\$2,771,170

**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.

**FY12 GOALS:**

- *GOAL 1: Rehabilitate the water distribution system.*

	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Install, clean and line, and/or replace water mains; number of linear feet	3,045	4,450	9,000	6,000
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	3,220	6,350	13,000	7,400
3. Number of lead services eliminated	64	120	100	100

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Percentage of in-service hydrants	99.9%	99.9%	99.9%	99.9%
2. Number of fire hydrants replaced	19	20	20	20
3. Fire hydrants tested	100%	100%	100%	100%

- **GOAL 3:** *Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Valves replaced/repaired	45	40	60	50
2. Water mark-outs performed	2,405	2,500	2,500	2,500
3. Inspections performed	1,588	1,200	1,500	1,500
4. Water leaks found and repaired	63	85	50	60
5. Number of new water services added to system	6	20	10	10
6. Number of work orders completed	233	225	225	200

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**COMMUNITY DEVELOPMENT  
-Summary**

<p>\$1,218,765 \$3,970,990 <u>    \$0</u> \$5,189,755</p>	<p>\$1,313,360 \$4,068,065 <u>    \$0</u> \$5,381,425</p>	<p><b>ADMINISTRATION</b> <b>COMMUNITY PLANNING</b> <b>CONTINGENCY</b></p>	<p>\$1,402,065 \$3,837,345 <u>    \$44,210</u> \$5,283,620</p>
<p><b>PURPOSE &amp; OVERVIEW:</b> The Community Development Department is responsible for planning and managing physical change in a manner that best supports the overall diversity of the city. The Department works with the residential and business communities to improve the quality of life of the city by supporting sustainable growth that contributes to the tax base, expands job opportunities for residents and ensures a high level of services. In addition, the Department seeks to strengthen communication among and between city government, residents, the business community and major institutions.</p> <p>To support the city's diverse population, the Department creates and preserves affordable rental and ownership housing; works to maintain the character of the city's 13 neighborhoods by undertaking comprehensive planning efforts and conducting review of large projects; retains and attracts businesses, strengthens the vitality of the city's commercial districts and provides assistance to the city's businesses, particularly small, women- and minority-owned businesses; plans transportation infrastructure that encourages walking, cycling and public transportation, enhances safety and implements the City's vehicle trip reduction goals; renovates neighborhood parks and playgrounds; and protects and enhances the environment through research, outreach and encouragement of energy efficiency and renewable practices.</p> <p>As the Community Development Department works to attain these goals, a broad array of interests and viewpoints are represented, including those of the Planning Board; the Affordable Housing Trust; citizens and community groups; non-profit organizations; private developers; the business community and other government agencies. The Department provides direct support to a number of standing committees, boards and commissions, and citizens' organizations, which include the Planning Board, the Affordable Housing Trust, the Pedestrian Committee, the Bicycle Committee, the Climate Protection Action Committee, and the interdepartmental open space and transportation committees.</p> <p>The Department works to advance a variety of community initiatives with the assistance of ad hoc advisory committees including the Western Avenue Advisory Committee, the Healthy Parks and Playgrounds Advisory Committee and various neighborhood study committees that focus on their immediate locales. The Department also closely cooperates with many committees of the City Council including Ordinance; Housing; Environment; Economic Development, Training and Employment; Neighborhood and Long Term Planning; and Transportation, Traffic and Parking.</p> <p>A large portion of the Department's work is funded through federal programs including Community Development Block Grant (CDBG) and HOME.</p>			

## **FY11 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.**

- Completed construction of a new sitting/garden area along the Broadway edge of Sennott Park, broadening the range of recreational opportunities at this popular neighborhood gathering place. Completed first phase of outreach on Healthy Parks and Playgrounds Initiative and began work with new Healthy Parks and Playground Advisory Committee to consider recommendations for future park improvements.
- Published report on “Housing Options for Older Cantabrigians” that led to public forum on ways to successfully age in the community. Working with the Department of Human Service Programs, continued dialogue with other public and non-profit organizations to follow-up on ways to support aging in Cambridge.
- Completed Public Process for North Massachusetts Avenue Corridor Study, addressing urban design, streetscape and retail mix from Beech Street to the Arlington Line. Worked with Agassiz and Neighborhood 9 residents to create a conceptual infrastructure plan for the section of Massachusetts Avenue between Porter and Harvard Squares, considering improvements to street plantings, sidewalks and access, street furniture, and bicycle and pedestrian safety. Published Neighborhood Study updates for Area IV and Neighborhood nine. Commenced neighborhood studies for Mid-Cambridge Cambridge Highlands and Riverside.
- Began working with the community, businesses and property owners 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, urban design character, long term sustainability, transportation and infrastructure improvements.
- Commenced implementation of recommendations of Charles River planning study, which focused on access to and experience of the waterfront, including discussions with neighborhood groups and working with DCR to address amenities and infrastructure.
- Conducted design review of development projects citywide, including the 1077 Mass Ave. mixed use project, the Alexandria Binney Street master plan, Cambridge Discovery Park, the St. James Church/housing project and the CHA redevelopment of Lincoln Way.
- Managed the Nightlife & Outdoor Activities Taskforce and began implementation of recommendations to encourage greater utilization of parks, plazas and performance venues for special events and entertainment, and to help local businesses benefit from the increased activity. Worked with Cambridge Office for Tourism to develop a master events calendar for the city, and held a workshop to assist neighborhood groups and others with special event planning.

**Value and support the racial, socioeconomic, cultural and religious diversity of our city.**

- Educated more than 520 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 140 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education, multi-family homeownership, and understanding and repairing credit to prepare for homeownership.
- Assisted more than 40 households through the City's low-interest home improvement loan programs. These programs help to make home improvements affordable to households that otherwise would be unable to address their needs and stabilize the residency of low and moderate-income homeowners.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Fair Housing month events, Hoops N' Health, and the Cambridge River Festival. Conducted several information sessions throughout the year to review the application process for affordable rental and homeownership units available through the Housing Division.
- Provided training for 16 low-income residents in the Green Jobs Program with an emphasis on training for jobs in weatherization and building energy efficiency and maintenance. Supported Just A Start's Cambridge Biomedical Careers program. As a result, 11 Cambridge residents have upgraded their skills in preparation for jobs in the bio-medical sector.

**Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.**

- Constructed traffic calming projects at Brattle, Middlesex, Cushing and Elm Streets, and around the Main Library. Began working with community on traffic calming for Waterhouse Street, Scott/Irving streets, and the Huron Avenue and Locke Street areas. Through an extensive community process, completed redesign of the Western Avenue streetscape to better accommodate all modes of travel, increase tree plantings, manage storm water, and add new lighting and street furniture. Brought design for Cambridge Common improvements to 75% completion; project components include enhanced pathways and plantings as well as a lighting upgrade.
- Worked with state officials to improve bicycle and pedestrian conditions on the Charles River bridges. Represented City interests in ongoing planning process for the Green Line Extension in East Cambridge.

**Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.**



- 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. Worked with the Planning Board and developers on the application of recently adopted zoning.
- Funded by a \$350,000 federal Energy Efficiency and Conservation Block Grant (EECBG) allocation for outreach to businesses and residents, with a special focus on low-income households, worked with the Cambridge Energy Alliance (CEA) to promote energy audits and efficiency measures. Worked with other City departments on energy conservation retrofits for municipal buildings and oversaw purchase of renewable energy certificates to offset municipal electricity use.
- Received \$150,000 state grant to fund subsidies toward purchase of additional hybrid cabs through the Cambridge Clean Air Cab program. Began to develop plans for infrastructure for electric vehicles and worked with other departments and service agencies to plan more efficient paratransit services.
- Installed parking for 150 bicycles, funded by EECBG. Continued program to improve conditions for cyclists, pedestrians and transit users, including work on bicycle wayfinding, bike fix-it stations, bus shelters and bicycle sharing.
- Carried out the second year of the grant-funded CitySmart program in North Cambridge to encourage residents to switch from driving to walking, biking or taking transit. Continued to work with employers through a voluntary outreach program that helps them promote alternative travel modes, and through the Parking and Transportation Demand Management Ordinance, which requires that developers create, implement and monitor the effectiveness of a plan to reduce motor vehicle traffic to their site.
- Continued to work with the Climate Protection Action Committee (CPAC) and with community groups to set new goals and to develop and implement strategies to reduce greenhouse gas emissions. Cambridge was selected as one of eight US cities to pilot the ICLEI – Local Governments for Sustainability program to help communities adapt to climate change. Began process of assessing the city’s vulnerability to climate disruption, including impacts of heavier precipitation and more severe storms, sea level rise and hotter summers.

**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 housing developers, and the Cambridge Housing Authority to provide 369 affordable units under development with Community Preservation Act (CPA) funds in FY2011. Preserved permanent affordability for 125 units with expiring affordability restrictions through nonprofit agency purchase of Inman Square and CAST 2 apartments. Construction began on 40 new affordable units at Putnam Avenue and Sidney Street, and 19 new affordable units on Cambridge Street. Revitalization of two public housing developments also began with complete renovations of 45 units at Jackson Gardens, and replacement of 60 existing units at Lincoln Way with 70 new units.

Completed substantial rehabilitation of 12 affordable rental units on Pine Street, which received LEED Platinum designation.

- Completed the sale of more than 20 affordable homeownership units to first-time homebuyers. These units were created through the City's first-time homebuyer financial assistance program, the non-profit housing development program, and the City's inclusionary housing program. Through these programs and with assistance from City staff, more than 240 families have become homeowners in the past 5 years.
- Worked with private developers to create 10 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 140 existing and potential Cambridge entrepreneurs through small business educational workshops including "E-Commerce – Building a Web Presence," "Real Estate Basics for Small Businesses," "Introduction to Record Keeping and Accounting," "Enhancing Your Marketing Strategy" and "Introduction to Quickbooks." 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.
- Through the Retail Best Practices Program, assisted 44 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 10 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 and participation in Bio2011, the world's largest biotechnology conference, held in Washington, DC, to attract additional life sciences companies to Cambridge.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$3,447,940</b>
Real Estate Taxes	\$3,447,940	
<b>CHARGES FOR SERVICES</b>		<b>\$296,395</b>
Water Usage Charge	\$30,000	
Parking Fund Parking Usage	\$221,895	
Sewer Service Charge	\$44,500	
<b>LICENSES AND PERMITS</b>		<b>\$55,000</b>
Plan Review Permit (Com Dev)	\$55,000	
<b>FINES &amp; FORFEITS</b>		<b>\$125,000</b>
Parking Fines	\$125,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,209,285</b>
C.D.B.G.	\$1,193,100	
State Cherry Sheet Revenue	\$16,185	
<b>MISCELLANEOUS REVENUE</b>		<b>\$150,000</b>
Interest Earnings	\$75,000	
Bus Shelter Advertising	\$75,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$5,283,620</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$4,799,625</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$428,685</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$11,100</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$44,210</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$5,283,620</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>44</b>	<b>44</b>	<b>44</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**COMMUNITY DEVELOPMENT  
-Administration**

\$485,440  
\$221,945  
\$337,535  
\$173,845  
\$1,218,765

\$466,310  
\$226,445  
\$391,335  
\$229,270  
\$1,313,360

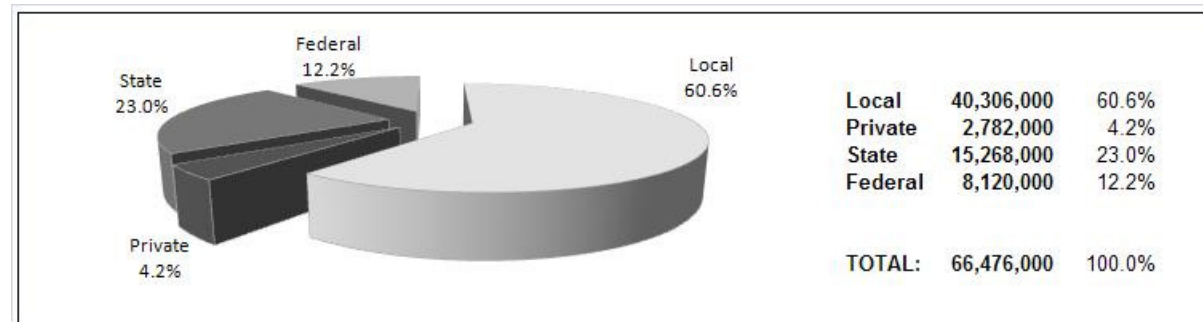
**GENERAL MANAGEMENT** \$533,530  
**CDBG** \$242,675  
**FISCAL** \$393,065  
**CLERICAL** \$232,795  
**\$1,402,065**

**PURPOSE & OVERVIEW:** The Administration Division provides leadership, financial, regulatory and operational support to the Department. The Administration Division provides policy direction for staff and coordinates with other City departments

and state and federal agencies, and provides professional development opportunities to support staff retention and professional growth. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation and training activities. In addition to leadership, the Division consists of general management, fiscal management, Community Development Block Grant (CDBG) program management and clerical functions.

The Administration Division manages programs and activities which total \$66,476,000 (as of January 1, 2011) from various sources. In addition to direct program support, these funds may be used to leverage the acquisition of additional state, federal and private funds to supplement local funds. These funds are allocated to achieve the highest levels of service delivery and infrastructure improvement output.

**SOURCES OF FUNDS (1/1/11):**



**FY12 GOALS**

- *GOAL 1: Strongly advocate for improvements in state and federal legislation, regulation and funding for community development programs, particularly CDBG and HOME funding. Provide high quality technical assistance to the Community Development Department staff and the City regarding the best use of CDBG funds to support City objectives.*
- *GOAL 2: Provide administrative and operational support for all Department operations.*
- *GOAL 3: Continue ongoing staff performance management and evaluation process.*
- *GOAL 4: Provide ongoing professional development opportunities for all employees, with emphasis on planning best practices and upgrading technical skills.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of staff attending professional development courses, conferences and events	36	40	40	40

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**COMMUNITY DEVELOPMENT  
-Community Planning**

\$1,363,855	\$1,464,940
\$687,990	\$666,200
\$293,660	\$318,330
\$54,400	\$0
\$459,790	\$432,615
<u>\$1,111,295</u>	<u>\$1,185,980</u>
\$3,970,990	\$4,068,065

<b>PLANNING &amp; DESIGN SERVICES</b>	<b>\$1,349,050</b>
<b>HOUSING PLAN &amp; PROGRAM DEV</b>	<b>\$677,265</b>
<b>MULTI-FAMILY REHAB</b>	<b>\$327,095</b>
<b>JUST-A-START</b>	<b>\$0</b>
<b>ECONOMIC &amp; EMPLOYMENT PLAN</b>	<b>\$350,705</b>
<b>ENVIRONMENTAL/TRANSPORTATION</b>	<b>\$1,133,230</b>
	<b>\$3,837,345</b>

**PURPOSE & OVERVIEW:** The goal of the Community Planning Division is to enhance the living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and

graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. The Division works with the Planning Board to provide planning information and to facilitate public participation, urban design review, and analysis of special permit applications and proposed zoning ordinance amendments.

These planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all participants, especially low- and moderate-income residents, are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as institutions, developers or other government agencies.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases (number of responses)	2,055	1,900	2,000	2,000

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Act as City liaison to neighborhood/citywide committees (number of meetings)	106	100	100	100

■ *GOAL 2: Review urban design improvements and master plans. Work with residents, property owners, developers and appropriate local, state and federal agencies to ensure that all public improvements or private developments incorporate high quality urban design.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Provide urban design and master planning services for a variety of projects and development areas throughout the city (number of projects reviewed)	41	32	35	32

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	23	8	8	8
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	6	6	8	6

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, and provide public notice	23	24	24	24
4. Identify sections of the Zoning Ordinance requiring modification to promote energy efficiency, sustain ground floor retail and support other goals of the City (number of zoning proposals)	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Provide sustainability review for a variety of planning studies and developments throughout the city (number of studies and projects reviewed)	n/a	n/a	12	12



- **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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	3	3	3	3
2. Work with community to develop recommendations for improvements to Massachusetts Avenue from Porter Square to Arlington line, including design guidelines, streetscape and zoning (percent complete)	60%	100%	90%	100%
3. 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	n/a	n/a	85%
4. Work with Agassiz and Neighborhood Nine residents to create infrastructure plan for Massachusetts Avenue between Porter and Harvard squares, developing recommendations for improvements to plantings, sidewalks, access, street furniture, lighting, intersection geometry, and bicycle and pedestrian safety (percent complete)	n/a	n/a	50%	100%
5. Work with Silver Ribbon Committee to develop policy on aging in the community (percent complete)	n/a	n/a	40%	100%

■ *GOAL 5: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
6. Work with the community, businesses and property owners to develop zoning and non-zoning recommendations for Kendall and Central squares to address appropriate mix of uses, development potential, transition areas, enhanced activation of the squares, urban design character, long term sustainability, transportation and infrastructure improvements (percent complete)	n/a	n/a	30%	100%
7. Work as liaison to state and federal agencies to provide policy coordination on initiatives such as Commonwealth Capital, and pursue funding opportunities as appropriate (number of initiatives)	1	3	3	3

■ *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Value of construction contracts under supervision	\$1.22M	\$0.20M	\$0.20M	\$1.2M
2. Number of park renovations in design or construction phase	6	3	7	4
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	6	6	12	6

■ **GOAL 6:** (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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. Implement recommendations of Healthy Parks and Playgrounds Initiative Task Force, working with new advisory committee to develop specific recommendations for park improvements (percent complete)	20%	80%	80%	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Design and update GIS maps for Department analysis and public information (number of maps)	247	225	225	225
2. Public information materials and reports designed in support of Department's public outreach	92	80	100	90
3. Provide research and analysis for major Department initiatives (number of projects)	11	7	7	7
4. Evaluate and redesign CDD Website to improve public access to information (percent complete)	5%	100%	50%	100%

■ *GOAL 7: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
5. Analyze and present demographic, land use and other information to City staff, elected officials and others (number of presentations)	4	4	4	4
6. Receive, analyze and distribute results of 2010 Census (percent complete)	n/a	33%	33%	100%

**HOUSING**

**PURPOSE & OVERVIEW:** The Housing Division promotes and finances the creation and preservation of affordable rental and homeownership housing; creates new opportunities for first-time homebuyers through education, counseling and financial assistance; preserves and monitors the long-term affordability of existing affordable housing; improves the City’s housing stock through low-interest loans to owners; develops and implements initiatives designed to increase the supply of affordable housing such as the inclusionary and incentive zoning programs; supports nonprofits in the development, rehabilitation and management of affordable housing; coordinates with federal and state governments to leverage additional housing resources; and provides planning assistance and public information related to housing issues. The Housing Division will continue to provide housing programs and services for residents in response to continued high housing costs unaffordable to low, moderate and middle-income residents.

**FY12 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 owners; promote affordable unit set-asides from private owners under the Multifamily Rehab Program; and create new programs to increase the supply.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of affordable rental units under development or preserved as affordable housing	155	120	125	120

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Number of new affordable homeownership units under development and older units undergoing rehab for sale to new homebuyers	2	15	15	12
3. Number of units in 1-4 family owner occupied buildings assisted with rehab and/or stabilization services (Home Improvement Program/HIP)	39	35	35	35
4. Number of privately-owned units set aside under multifamily rehab program (Cambridge Neighborhood Apartment Housing Services/CNAHS)	2	8	8	8
5. Number of affordable units created through inclusionary zoning ordinance	6	10	10	10
6. Work with Cambridge Housing Authority on revitalization of Lincoln Way and Jackson Gardens developments, and develop strategies to address remaining issues in state-assisted public housing stock (percent complete)	n/a	80%	75%	100%

■ *GOAL 2: Provide first-time buyer services including first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of purchaser financial assistance such as deferred financing, down payment and closing cost assistance, and soft second mortgage loans, and assist homebuyers in purchasing units. Counsel homeowners regarding mortgage products, risk and resources available to avoid foreclosure.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of four-session First Time Homebuyer classes offered	11	10	10	10

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Number of Special Homebuyer Classes (e.g., multi-family, credit workshops, homeowner support)	3	3	4	4
3. Number of course participants	570	525	525	525
4. Number of households receiving individual counseling	204	122	145	125
5. Number of households assisted with purchasing units in Cambridge (soft second loans, down payment assistance, new unit sales, unit re-sales, technical assistance, etc.)	53	30	20	20
6. Number of units purchased by first-time homebuyers with assistance from the Financial Assistance Program	2	6	4	6

■ *GOAL 3: Provide information, referral and outreach services to Cambridge residents; maintain mailing list and notify residents about affordable rental and homeownership opportunities; and attend community events to publicize housing opportunities.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of responses to requests for information and referral services	3,217	3,500	3,249	3,500
2. Number of households added to database/ mailing list	941	525	525	450

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Number of community outreach and educational events participated in	8	8	8	8

■ *GOAL 4: Maximize the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG, HOME and Harvard Loan funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP); Cambridge Neighborhood Apartment Housing Services (CNAHS); Rehab Assistance Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Value of construction contracts managed by City rehab staff	\$14.8M	\$16.0M	\$20M	\$16M
2. Number of youths trained via Rehab Assistance Program (RAP)	132	125	125	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	264	300	250	250

■ *GOAL 4: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Work with nonprofit developers to evaluate project feasibility (number of sites and/or development proposals evaluated)	14	15	15	15

■ *GOAL 5: Develop and continue to assess housing initiatives to meet the need for affordable housing, especially housing for families with children, moderate income families, and Cambridge-based workers, including municipal employees, with the goal of maintaining a diverse population.*

■ *GOAL 6: Establish and maintain asset management function for Trust, CDBG, HOME, the state's Department of Housing and Community Development (DHCD), Inclusionary Zoning and Harvard loan portfolio. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units and nonprofit-owned rental developments.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored)	1,154	1,100	1,200	1,100
2. Number of affordable rental and homeownership units made available to new households by CDD, including resale units and units turning over	57	40	40	40



## ECONOMIC DEVELOPMENT

**PURPOSE & OVERVIEW:** The Economic Development Division provides support to the Cambridge business community through a variety of programs and activities. A healthy business climate not only benefits individual enterprises, but also generates jobs, tax revenue and supports an array of goods and services. The Division provides services in the following areas: commercial district revitalization (including the Façade Improvement and Best Retail Practices programs); technical assistance to existing and start-up entrepreneurs; support for women- and minority- owned businesses; programs to encourage workforce development, especially in the emerging environmental or green jobs fields; and real estate information in support of the City's development districts and neighborhood retail areas. The Division also maintains close relationships with existing larger businesses to retain major employers and works to attract new businesses to the city.

### FY12 GOALS

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women - and minority - owned businesses.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of business development events	4	5	6	5
2. Total number of small, minority - and women - owned businesses provided with business development services, including referrals to business and financial resources, start-up feasibility analyses, and business plan and permitting assistance	95	115	100	100
3. Publish electronic bulletin for Cambridge small businesses that includes information on programs and services, and business resources (number of electronic communications sent)	9	10	15	15
4. Total number of Cambridge residents and/or low-moderate income participants in financial literacy, e-commerce, marketing, pre-business and business planning workshops	184	130	140	140

■ **GOAL 2:** *Promote thriving commercial districts.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of facade or signage and lighting improvements completed	10	12	12	12
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing and working with contractors	9	10	10	10
3. Number of small business participants served by Best Retail Practices program workshops and individual consultations	45	44	44	44
4. Number of small businesses provided with Best Retail Practices program grants to implement design and marketing recommendations	15	10	10	10
5. Provide technical assistance to Cambridge business associations, organizations and neighborhood groups (number of initiatives)	12	18	18	18
6. Research Best Practices and perform economic analyses related to business development in Cambridge (number of studies)	n/a	n/a	n/a	4
7. Support programs to promote more outdoor entertainment activities and nightlife in City (number of initiatives)	2	5	5	5

- *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the green economy.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Support Just-A-Start biomedical training to prepare adults for higher quality jobs in the Cambridge economy (number of participants enrolled in program)	18	12	12	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)	5	16	11	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Maintain and publish a development log of projects to facilitate communication with other City departments (number of logs published)	4	4	4	4
2. Track available commercial space to market available properties and recruit businesses by assisting with site searches (number of contacts)	54	40	48	48

- **GOAL 5:** *Market Cambridge as a location for business and maintain a supportive business climate.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Market Cambridge by working with existing and potential new companies, with emphasis on biotech, life sciences and green technology firms, through networking events, conferences and contacts with state business development officials (number of contacts)	14	20	20	20

**ENVIRONMENTAL AND TRANSPORTATION PLANNING**

**PURPOSE & OVERVIEW:**

The Environmental and Transportation Planning Division undertakes initiatives to promote energy efficiency, renewable energy and other practices to implement the City’s Climate Protection Plan; plans transportation infrastructure projects with an emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; and reviews development proposals to ensure that the city’s neighborhoods are protected and appropriate mitigation measures are implemented.

**FY12 GOALS**

- **GOAL 1:** *Educate the public about the health and community benefits of travel by means other than single occupancy vehicles and activities that impact the climate.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of publications distributed	25,950	28,000	28,000	28,000
2. Number of transportation educational/promotional initiatives organized or participated in	21	15	24	20

- *GOAL 2: Reduce impacts caused by motor vehicles through Transportation Demand Management (TDM) program measures and review of proposed traffic mitigation strategies for new development projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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	50	54	50	56
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	616	660	645	645
4. Number of initiatives to reduce City employee vehicle trips	6	6	6	6
5. Number of traffic impact studies, site plans and park plans reviewed to ensure that they further the City's transportation goals	11	6	8	10
6. Number of new households assisted with implementing TDM measures in pilot year 3 of community-based marketing program	605	700	807	800

- *GOAL 3: Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of traffic calming projects designed, including one project comprising 8 streets in the Huron Avenue area	4	5	3	4

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	3	3	3	3
3. Number of projects to support and enhance conditions for bicycling, walking and/or use of public transportation	7	8	12	8
4. Number of regional transportation planning projects or processes participated in	16	12	13	12

■ *GOAL 4: Address climate change by developing policies and programs to reduce energy use, protect natural resources and reduce pollution.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of community initiatives engaged in to implement the Climate Protection Action Plan, including working with the Climate Protection Action Committee and supporting the Cambridge Energy Alliance	6	5	5	5
2. Number of municipal initiatives engaged in to reduce greenhouse gas emissions, including GreenSense, Green Fleets and renewable energy initiatives	7	4	5	4
3. Research best practices in public/private actions to address climate change and promote sustainable practices (number of initiatives)	3	5	5	5

■ *GOAL 4: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Number of major projects and sites requiring environmental review or management worked on	5	3	3	3

■ *GOAL 5: Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of infrastructure projects under design	2	2	3	3
2. Number of construction projects, including traffic calming, where CDD provides design services during construction, including Western Avenue	8	5	10	6

■ *GOAL 6: Involve community in design and implementation of environmental and transportation policies and projects.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of public meetings hosted/staffed with standing committees	54	50	50	50
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	31	20	16	16

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**COMMUNITY DEVELOPMENT  
-Contingency**

<p style="text-align: center;"><u>\$0</u> \$0</p>	<p style="text-align: center;"><u>\$0</u> \$0</p>	<p style="text-align: center;"><b>CONTINGENCY</b></p> <p>and is reserved principally for unforeseen conditions in already funded projects or for opportunities that may arise in CDBG eligible neighborhoods.</p>	<p style="text-align: center;"><u>\$44,210</u> \$44,210</p>
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**PURPOSE & OVERVIEW:** This allotment represents the Community Development Block Grant (CDBG) contingency for FY12



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HISTORICAL COMMISSION**

<u>\$507,950</u> \$507,950	<u>\$575,800</u> \$575,800
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<p><b>HISTORICAL COMMISSION</b></p>	<p><u>\$571,470</u> \$571,470</p>
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**PURPOSE & OVERVIEW:** Established in 1963, the Cambridge Historical Commission (CHC) is the City's historic preservation agency. More than 3,000 buildings in two historic and four neighborhood conservation districts (each overseen by a volunteer board) are now protected, as well as 33 individual landmarks and 40 properties under preservation restrictions. Demolition applications for all buildings over 50 years old are reviewed, and the CHC can delay demolition of preferably preserved significant buildings for a limited time to seek preservation alternatives. Restoration of historic public sites, such as the Old Burying Ground, Longfellow Park and Fort Washington, and the maintenance of City monuments and statues are the Commission's responsibility. The CHC also installs historic markers at significant sites throughout the city. The staff consult with homeowners, developers and local groups to encourage preservation options, and offer technical advice on preservation, building issues and historic paint colors. Each year, the Commission's Preservation Recognition Program honors Cambridge properties that have undergone outstanding historic preservation during the preceding year. Since FY02, the CHC has administered Community Preservation Act (CPA) funds, offering preservation grants to City-owned properties and landscapes, affordable housing agencies, income-eligible homeowners, and non-profit organizations with significant historic properties. The Commission annually assists over 400 researchers using its extensive public archive on the city's architectural and social history, which includes information on every building in Cambridge, historic photographs and maps, and biographical material. The CHC's informative and educational Website receives approximately 375,000 page views annually. The Commission publishes nationally known architectural surveys and oral histories, and presents educational and informational programs on a wide variety of Cambridge topics that benefit children and adults in local schools and community groups.

**FY11 MAJOR DEPARTMENT ACCOMPLISHMENTS:**

- Conducted design review and compliance of several large projects in protected districts throughout Cambridge, including: 195 Brattle Street (Old Cambridge Historic District); 25 Mount Auburn Street (Harvard Square Conservation District); 298 Harvard Street (Mid Cambridge Neighborhood Conservation District); 45 Foster Street (Half Crown/Marsh NCD); the Fogg Art Museum at 32 Quincy Street (under the demolition ordinance); and the former North Prospect Congregational Church at 1797-1803 Massachusetts Avenue and the William Dean Howells House at 41 Sacramento Street (both Cambridge Landmarks). Conducted paint color consultations, including: 36 Follen and 195 Brattle Streets (both located in Old Cambridge HD); 25 Wendell Street (Preservation Grant recipient); and 298 Harvard Street (Mid Cambridge NCD).
- Supported historic preservation projects with grants from CPA funds, including: exterior restoration of 3 affordable housing projects (approx. \$130,000); work on City-owned historic structures and landscapes, including repairs to Engines 1 (CPD HQ, 491 Broadway) and 6 (176 River Street) (\$250,000); adaptive

reuse of the former Cambridge Police Department Headquarters (5 Western Avenue, \$250,000); and waterproofing at Cambridge City Hall (795 Mass. Ave., \$140,000). Provided CPA grants for restoration of historically or architecturally significant buildings owned by non-profit organizations, including: installation of a new roof at the Dance Complex (536 Mass. Ave., \$30,000) and an additional grant for roof repairs at Cambridge Family and Children's Services (60 Gore Street, \$30,000).

- Recorded the Landmark designation of the Masonic Temple at 1950 Massachusetts Avenue, a prominent Neoclassical style building (1910); and of the St. James Episcopal Church at 1991 Massachusetts Avenue, an imposing Richardsonian Romanesque style building (1888) designed by the important church architect Henry M. Congdon; and initiated a new study of 40 Norris Street, the former Ellis/North Cambridge Catholic school building.
- Began interviewing current and former residents of Area IV for the newest neighborhood oral history project. Once highly industrialized, the neighborhood is now one of the most ethnically diverse in the city.
- Conducted training seminars for members of the Cambridge Historical Commission and Neighborhood Conservation District Commissions, including presentations on due process, conflict of interest, deportment at public meetings, defensible decision making and architectural design review.
- Improved accessibility to online historic resources: continued to add new finding aids for archival collections and updated the Website with new landmarks, maps and staff reports of preservation activity in Cambridge.
- Supervised the work of two part-time archival assistants who processed, catalogued and wrote a finding aid (now online) for a large collection of Planning Board materials covering 1995 to 2009.
- Participated in city-wide programs, including: 1) Cambridgeport History Day and "If This House Could Talk," during which homeowners and business owners displayed signs with short personal or historic stories about their properties. Commission staff ran a workshop on research and sign-writing, assisted with house research and conducted walking tours; and 2) the Open Archives program, in conjunction with the Cambridge Historical Society, Longfellow House/Washington Headquarters National Historic Site, and Mount Auburn Cemetery. Visitors were given behind-the-scenes tours of each archive and introduced to special collections.
- Participated in a nationwide celebration of the bicentennial of Margaret Fuller's birth, including several programs in Cambridge, as well as technical assistance with the Bicentennial Website.
- Organized the 10th annual *Cambridge Discovery Days*, free walking tours and events on August 7 and 14, 2010. The events, many focusing on women in Cambridge, attracted over 400 participants and included special, woman-themed tours of Mount Auburn Cemetery, the Longfellow House and the Loyalist ladies of Tory Row. A tour and dramatic presentation honored Cambridge author and activist Margaret Fuller.

**FY12 GOALS:**

- GOAL 1:** *Preserve the integrity of Cambridge's built environment, support the economic vitality of mixed-use areas and promote a healthy environment by administering historic districts, neighborhood conservation districts, landmarks and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of applications reviewed by staff	443	375	400	415
2. Number resolved administratively	348	270	285	297
3. Number requiring public hearing	95	105	115	118

- GOAL 2:** *Advocate for the preservation 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of applications reviewed by staff	37	27	27	32
2. Number resolved administratively	28	22	19	24
3. Number requiring public hearing	9	5	8	8

- GOAL 3:** *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number of properties protected as landmarks	31	33	33	34

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Total number of properties protected by easements	39	40	40	41

■ *GOAL 4: Foster community and support neighborhood preservation by working with area residents requesting the establishment of new historic and neighborhood conservation districts (NCD).*

■ *GOAL 5: Promote excellence in historic preservation practices through continuing technical assistance to homeowners, institutions, public agencies and commercial property owners. Assist homeowners in choosing historically appropriate exterior paint colors.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations)	227	191	325	325
2. Number of paint cases	32	40	40	42

■ *GOAL 6: Mitigate impacts on historic resources and promote a healthy environment by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of environmental assessments performed under state and federal statutes	98	50	20	20

- **GOAL 7:** *Support affordable housing programs and promote neighborhood vitality by providing financial assistance for exterior restoration to low- and moderate-income homeowners and housing rehab agencies. Community Preservation Act funds now allow grants of up to \$30,000 for homeowners and up to \$100,000 for agencies.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of grants to affordable housing agencies and individual homeowners	3	3	3	3

- **GOAL 8:** *Promote neighborhood vitality and support the municipal and non-profit owners of historically or architecturally significant properties by providing financial assistance for exterior restoration through Community Preservation Act funds.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of grants to City-owned buildings/landscapes	7	6	8	8
2. Number of grants to properties owned by nonprofit agencies	6	5	5	6

- **GOAL 9:** *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of interviews with project participants	n/a	50	50	65
2. Number of interviews transcribed	n/a	50	50	65

- *GOAL 10: 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. Continue to promote neighborhood identity and vitality through the placement of historic site markers.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of programs	43	37	22	24
2. Estimated audience	1,852	1,347	1,285	1,300

- *GOAL 11: Assist members of the public using the Commission's extensive public archive of collections focusing on Cambridge's architectural and social history.*

- *GOAL 12: Enhance department Website to provide improved public information, education and outreach about historic preservation, the Commission's public archive and educational/informational programs.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of major functional or content additions	14	14	12	12

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$561,970</b>
Real Estate Taxes	\$561,970	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$5,000</b>
C.D.B.G.	\$5,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$4,500</b>
Royalties	\$4,500	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$571,470</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$530,540</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$40,130</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$800</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$571,470</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>5</b>	<b>5</b>	<b>5</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**CONSERVATION COMMISSION**

<p><u>\$90,275</u> \$90,275</p>	<p><u>\$99,425</u> \$99,425</p>	<p><b>CONSERVATION COMMISSION</b></p> <p>Act, 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 (310 CMR 10.0), 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.</p> <p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <p>In FY11, the Conservation Commission and 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 of both the Commission and Director are summarized below:</p> <ul style="list-style-type: none"> <li>• The Little Fresh Pond Shoreline at the Fresh Pond Reservation was adopted by the Conservation Commission, which requires monitoring the re-established shoreline vegetation and providing information in order to aid in the maintenance of the site. A representative from the New England Wildflower Society provided hands-on plant identification training and aided in the site visits.</li> <li>• The Commission participated in trainings offered by the Massachusetts Association of Conservation</li> </ul>	<p><u>\$100,305</u> \$100,305</p>
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**PURPOSE & OVERVIEW:** The Conservation Commission is responsible for administering the State's Wetlands Protection



Commissions (MACC) and at its annual conference.

- 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 Improvements and Expansion of the Parkway Garden, Shared Use Public Engagement Process, and two (2) Golf Course Drainage Improvement Projects.
- The Commission Director worked closely with the Water Department and the City Manager's Office to coordinate the Sixth Annual Fresh Pond Stewardship Award Ceremony and the Third Annual Fresh Pond Day.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager's Office, Community Development, Recreation, Public Works and Electrical departments. The purpose of this Committee is to guide open space projects and develop open lines of communication between City Departments.
- 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. In addition, the Director worked with City staff in providing a container garden workshop and successfully organized and participated in the Second Urban Agricultural Fair in Harvard Square.
- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued in FY11 to collect, distribute and analyze data associated with the Alewife Sub-Watershed. The group advocated for the Commonwealth to upgrade the Amelia Earhart Dam and complete much needed channel maintenance. The Board was successful in advocating for the dredging of Blair Pond. The Department of Conservation and Recreation is committed to dredging Blair Pond in FY11-13.
- The Commission Director coordinated and presented the accomplishments associated with the Open Space Preservation component of the CPA, as well as presenting FY11 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 Commission Director was appointed by the City Manager to the Food and Fitness Policy Council. The Council has met several times and is working on a list of priority projects to meet City Council goals.

**FY12 GOALS:**

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of public meetings/ hearings	39	45	35	40
2. Number of permits issued	24	15	20	15
3. Number of site inspections	112	100	100	100
4. Create and maintain an electronic archival system for all filings	n/a	20%	20%	50%

- *GOAL 2: Administer and enhance the Community Garden Program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of gardens on public land	9	10	9	10
2. Number of gardens on private land	4	4	4	4
3. Estimated number of gardeners	460	500	460	500
4. Update and distribute an urban gardening brochure to promote all opportunities	n/a	100%	100%	100%

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and coordination with Water Department staff.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of public meetings	12	12	25	12
2. Number of projects being administered	5	14	7	10
3. Number of site inspections	52	50	70	60

- **GOAL 4:** Assist the City Manager's Office with the administration of the Community Preservation Act Open Space resources.

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of public meetings attended	4	4	4	4
2. Number of projects being administered	5	4	6	5
3. Update the State Community Preservation Act Database Annually	100%	100%	100%	100%

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$59,850</b>
Real Estate Taxes	\$59,850	
<b>CHARGES FOR SERVICES</b>		<b>\$40,455</b>
Water Usage Charge	\$38,955	
Conservation Comm	\$1,500	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$100,305</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$96,705</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$2,200</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,400</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$100,305</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>1</b>	<b>1</b>	<b>1</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**PEACE COMMISSION**

\$103,745  
\$103,745

\$114,270  
\$114,270

**PEACE COMMISSION**

\$119,590  
\$119,590

**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 challenges local effects of discrimination that foster violence and promotes ideas and programs that affirm diversity and build community within our city. Its unique presence in Cambridge city government marks the city as a beacon for innovative, creative and inclusive approaches that value an engaged, informed and concerned citizenry. The Commission works with schools and communities to ensure that: difference is understood and celebrated; sources of violence are recognized and addressed; and 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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

**The Commission has addressed violence and promoted peace and justice in schools through:**

- 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 as a member organization and on the Planning Committee of the Youth Violence Task Force, an interdisciplinary academic, practitioner, student and youth focused initiative in the greater Boston area working with staff and youth from community groups, UMass Boston, the Massachusetts Department of Youth Services, religious communities and public schools to identify sources and causes of youth violence and to develop collaborative solutions.
- Participating in the Mental Health Committee of the Healthy Children Task Force and co-developing its workshops on positive decision making and healthy lifestyles for youth.
- Participating in the Healthy Eating and Living Project of the Cambridge Public Health Alliance, a community partnership to study and address child weight disparities in Cambridge and select promising interventions to overcome barriers to active living and healthy eating.
- Working with Youth Underground, the resident youth acting ensemble at the Central Square Theater

comprised of CRLS students, to support and promote their performance of *Blame the Wolf* – a play that uses material from traditional fairy tales to explore the lives of young people living in the midst of violence and conflict.

- 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, including the MLK Assembly at King Open and the Peace Day Celebration at CRLS.

**The Commission has worked to promote peace and justice locally as an alternative to violence by:**

- Developing, organizing and leading 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.
- Continuing the Restorative Justice Initiative by providing trainings, sharing information, sponsoring “peace circles,” and working to promote awareness and materials for alternative methods for addressing community harm in collaboration with the Cambridge Police Department Youth and Family Services Division, Cambridge Public Schools, City youth centers, the Mayor’s Summer Youth Employment Program, the Louis D. Brown Peace Institute, and neighborhood and community groups.
- Sponsoring and hosting the Peace Circles Working group, organizing community-building meetings and gatherings of people from different neighborhoods, ages and faith communities, to build community and address conflicts and divisions in Cambridge.
- Continuing to provide training and support through the Peace@Home Workshop, an innovative effort where men take a stand on domestic violence in their communities, connecting it to issues of health and wellness.
- 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:**

- Organizing the 22nd 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 175 attendees.
- Holding the annual Cambridge Peace and Justice Awards Dinner with 200 attendees, presenting awards to five individuals and one group who reflect 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.
- Supporting and participating in Area IV for Peace, a neighborhood coalition working to create safety in Area IV, while fostering community and creating opportunities for neighbors to know each other through block parties, creating a visible presence for peace and violence prevention throughout the community with parades, music, concerts, etc.
- Organizing and facilitating the Cambridge Directors Roundtable, which brings together executive and program directors of City agencies, nonprofit organizations and community groups six times a year for collaboration, discussion, networking and community building.
- Participating in the nationwide “Stand Against Racism” sponsored by the YWCA in April 2011 as part of efforts to promote equality, equity and positive dialogue within Cambridge.
- Promoting diversity and understanding and building community among City employees 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:**

- Coordinating the Cambridge-Haiti Sister City Committee, which leads the City’s efforts to establish a sister city in Haiti.
- Supporting the Cambridge-Yerevan Sister City Association by helping to plan and coordinate the visit of a delegation of social workers from Armenia, and participating in its board of directors and delivering the keynote address at its annual membership event.
- Hosting and supporting the Cambridge-El Salvador Sister City Project, with monthly meetings, public events and organizing delegations of Cambridge residents to San José Las Flores, El Salvador.
- Serving as a member of and co-coordinating the Haiti Interfaith Action Network, composed of more than 100 congregations, community-based organizations, campus groups, and municipal agencies across Eastern Massachusetts united to support Haiti and Haitian Americans in their efforts to rebuild that nation in the wake of the devastating 2010 earthquake and subsequent cholera epidemic.
- Collaborating with the Cambridge Public Library on a series of readings and community forums by authors of books on war and peace, including Richard Rubenstein, author of *Reasons to Kill: Why Americans Choose War*, and David Wylie, author of *City, Save Thyself! Nuclear Terror and the Urban Ballot*.
- 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.

**FY12 GOALS:**

- *GOAL 1: Create and support citywide, neighborhood, community and school collaborations for violence prevention, diversity and peace initiatives – including conflict resolution, community mediation and restorative justice efforts. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives. Support community-wide efforts for public safety and build peace-oriented alternatives to violence.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Individuals involved in peacebuilding and/or violence prevention efforts through mediation, trainings, meetings and community forums	465	450	450	450
2. Individuals involved in school-based efforts for peace and multicultural education through local and international efforts	315	250	250	300
3. Community-based networking events to address issues of violence and/or promote peacebuilding and conflict resolution	17	15	15	15

- **GOAL 2:** *Support model programs that help Cambridge youth work together on issues of violence and social justice across neighborhoods and across lines of racial and ethnic identity. Respond to school violence and promote school peace with programs and workshops for public school teachers and staff on effective conflict resolution, appreciating diversity and promoting peace-making in the classroom.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Students receiving multicultural, violence prevention, or mediation and conflict resolution training and education	138	125	125	125
2. Youth involved in peace-building and educational efforts and events	245	250	230	240
3. Youth involved in mediation, conflict resolution and peace-making efforts	106	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of events for networking and relationship-building	35	35	35	40
2. Number of participants at community, cultural and recognition events	1,220	1,200	1,150	1,250



- 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Monthly e-mail update and events calendar and quarterly newsletter distributed to Cambridge residents, organizations and City departments	16	16	16	16
2. Community events and activities connecting Cambridge residents to sister cities, including delegations and educational forums	6	10	10	12
3. Public forums and educational events on issues of local and global concern	16	15	15	15
4. Collaborations with community, school, university, and local peace and justice organizations	11	10	9	10

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$96,140</b>
Real Estate Taxes	\$96,140	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$23,450</b>
State Cherry Sheet Revenue	\$23,450	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$119,590</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$107,415</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$10,325</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,850</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$119,590</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>1</b>	<b>1</b>	<b>1</b>

**CABLE TELEVISION**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$487,740 <u>\$781,540</u> \$1,269,280	\$580,970 <u>\$804,625</u> \$1,385,595	<p style="text-align: center;"><b>CABLE TELEVISION/CITY TV-8 CCTV</b></p> <p>Municipal Television Channel. <i>City TV-8</i>, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality for which the City is known in areas including, but not limited to, education, culture, arts, health and human services and history.</p> <p><i>City TV-8</i> will 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.</p> <p>In what has become a regular focus for the Office of Cable Television, <i>City TV-8</i> will continue to produce original programming. <i>City TV-8</i> covers and broadcasts important City and Community events and celebrations including, but not limited to, the Memorial Day Parade; Veteran's Day; 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.</p> <p><i>City TV-8</i> 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.</p> <p><b>FY 11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>Implemented the first two phases of a three-phase project to reposition <i>City TV-8</i> as a more viable viewing alternative for Cambridge residents. The first phase of the project involved contractual arrangements with Link TV, Colours TV and Free Speech TV which allowed <i>City TV-8</i> to broadcast various programs from their channel line-up. We provided <i>City TV-8</i> viewers with a stream of current</li> </ul>	<p style="text-align: right;">\$594,275  <u>\$808,230</u>            \$1,402,505</p>
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**PURPOSE & OVERVIEW:** The Office of Cable Television/*City TV-8* is responsible for the television production needs related to the programming on the City of Cambridge

national news & informational programming, multi-cultural & documentary programming and cinematic offerings. The second phase of the repositioning project will involve redesigning *City TV-8's* Web page, which will begin the process of embedding a video link, enabling viewers to access program offerings online.

- Began the transition to a "tapeless" broadcast environment; we are recording and re-broadcasting from digital media which allows for an increase in both production quality and efficiency. Currently, all City Council meetings and original *City TV-8* programs are broadcast and re-broadcast from a digital platform.
- *City TV-8* took over as exclusive producer of "Behind The Pages," an in-studio interview series that profiles local and national authors talking about their current projects.
- Produced two programs, one for the *City TV-8* video magazine series "CityScene" and another as a long-form documentary on the Prince Hall Memorial Dedication.

**FY12 GOALS**

- *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of departments utilizing services	30	30	30	30
2. Number of department related studio based programs	12	15	16	25
3. Number of bulletin and informational on-screen text messages generated	944	900	925	900

- *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and City TV-8 produced programming.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Hours per week of programming	98	98	98	98

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Programs per week	44	44	44	44
3. Number of in-house programs produced	46	50	50	50
4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast	108/226	110/225	105/225	110/225

■ *GOAL 3: Work with City departments to write and produce high quality public service announcements for broadcast on Channel Eight.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of Public Service Announcements produced	8	8	8	8

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>(\$94,535)</b>
Real Estate Taxes	(\$94,535)	
<b>CHARGES FOR SERVICES</b>		<b>\$1,497,040</b>
Municipal Access Fee	\$1,497,040	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$1,402,505</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$549,625</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$849,430</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$3,450</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$1,402,505</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>6</b>	<b>5</b>	<b>5</b>

**DEBT SERVICE**

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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\$32,775,580	\$34,865,930
\$10,300,890	\$10,222,525
\$0	\$600
\$0	\$600
<u>\$149,430</u>	<u>\$216,000</u>
\$43,225,900	\$45,305,655

<b>MATURING BONDED DEBT</b>	<b>\$33,939,460</b>
<b>INTEREST ON BONDS</b>	<b>\$10,438,170</b>
<b>SANDERS TEMPERANCE FUND</b>	<b>\$600</b>
<b>DOWSE INSTITUTE FUND</b>	<b>\$600</b>
<b>BOND SALE FEES</b>	<b><u>\$216,000</u></b>
	<b>\$44,594,830</b>

**PURPOSE & OVERVIEW:** The primary purpose of this allotment is to finance the debt service on all City bonds, with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction of 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% of the total FY12 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 and Main Library, and improvements to the City's many recreational facilities.

The City issued bonds on February 15, 2011 to finance renovations to CRLS, sewer reconstruction, replacement of the City's radio system, improvements to one of the soccer fields at Danehy Park, renovations to the War Memorial recreational facility, surface improvements to Harvard and Kendall Squares, renovations to public buildings including the old police station, Central Square branch library and several elementary schools.

In conjunction with the February 15, 2011 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 30 cities nationally to receive the highest rating (AAA) from all three agencies.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY12 Debt Service Budget reflects a net decrease of \$710,825, which includes savings from the retirement of several bond issues, primarily sewer bonds. The FY12 Budget includes new debt service costs associated with the February 15, 2011 General Obligation bond sale. Overall, the Maturing Bonded Debt portion of this budget has decreased by \$0.9 million while the Interest on Bonds component has increased by \$0.2 million, for a total Debt Service decrease of \$0.7 million.

**MATURING BONDED DEBT.** This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and the Massachusetts Water Resources Authority (MWRA), which have been used to cover a large portion of the costs of various sewer reconstruction projects throughout the City. There is no impact on this cost center for FY12 from the issue planned for the winter of 2012, because the first principal payment will not be due until the winter of 2013, and will be reflected in the FY13 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, 2011, and confirmed at the highest level by all three agencies. Bond Market conditions have shown a slight downward trend since the last bond sale in February 2010. The City received a True Interest Cost (TIC) of 3.21% for the bonds sold on February 15, 2011, which is a slightly higher rate than the 3.08% received in February 2010, by 13 basis points or .13%.

**SANDERS TEMPERANCE FUND.** In 1864, Charles Sanders bequeathed \$10,000 to the City of Cambridge "to be held as permanent funds, the interest of which shall be paid" as salary to a person to be "employed as a missionary in the cause of temperance." For reasons that are unclear, the principal became unavailable many years ago. To keep the intent of the trust, the City has annually appropriated an amount equal to 6% of the original principal.

**DOWSE INSTITUTE FUND.** In 1858, the executors of Thomas Dowse's estate informed the City Council of their intent to establish the Dowse Institute with a grant of \$10,000 to be given to the City under the condition that the City would pay \$600 "in each and every year forever" to finance the Institute. In return, the Institute's trustees agreed to apply the annual appropriation to lectures "on literacy or scientific subjects to be delivered in Cambridge." In the same year, the City Council accepted the grant and, with the approval of the executors, the \$10,000 was used to defray the cost of the "Athenaeum," a structure which was used as City Hall for many years.

**BOND SALE FEES.** This cost center provides funds for all costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements. In addition, fees related to loans that the City receives from the MWRA and MWPAT are included in this cost center.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$25,282,510</b>
Real Estate Taxes	\$25,282,510	
<b>CHARGES FOR SERVICES</b>		<b>\$12,075,020</b>
Golf Course Fees	\$91,800	
Sewer Service Charge	\$11,983,220	
<b>FINES &amp; FORFEITS</b>		<b>\$128,125</b>
Parking Fines	\$128,125	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$2,066,530</b>
Mwpat Loan Program	\$94,030	
Misc Receipts/TCHCN	\$1,972,500	
<b>MISCELLANEOUS REVENUE</b>		<b>\$5,042,645</b>
Section 108 Ln Repayment	\$42,645	
Stabilization Fund Transfer	\$5,000,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$44,594,830</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$216,000</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$44,378,830</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$44,594,830</b>



# SUMMARY: HUMAN RESOURCES AND DEVELOPMENT

<b>FY10 ACTUAL</b>	<b>FY11 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
\$7,541,905	\$8,173,070	Library	\$8,398,455
\$19,862,990	\$20,882,305	Human Services	\$21,227,585
\$204,120	\$211,635	Commission on the Status of Women	\$217,720
\$154,635	\$187,325	Human Rights Commission	\$222,615
<u>\$936,145</u>	<u>\$1,031,600</u>	Veterans' Services/Benefits	<u>\$1,033,660</u>
\$28,699,795	\$30,485,935		\$31,100,035

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
Taxes	\$26,267,540
Charges For Services	\$3,099,405
Fines & Forfeits	\$45,000
Intergovernmental Revenue	<u>\$1,688,090</u>
	\$31,100,035

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$5,519,660	\$6,138,505		
<u>\$2,022,245</u>	<u>\$2,034,565</u>	<b>MAIN LIBRARY</b> <b>BRANCH LIBRARIES</b>	<b>\$6,267,150</b> <b>\$2,131,305</b> <b>\$8,398,455</b>
\$7,541,905	\$8,173,070		

**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 databases. Library sponsored programs and events offer opportunities for residents to come together to share their experiences and cultures. Programming includes book discussion groups, author readings and topical lectures, as well as adult literacy classes, English conversation groups, children's story times and sing-alongs, and computer classes. Library services are offered a collective total of 235 hours each week (Central Square Branch was closed for renovations) and library online resources are available 24 hours a day.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY12 Library Budget includes the funding of a library associate position to service the children and teens section of the Main Library. In addition, the book acquisition budget has been increased by \$12,455 to comply with the Massachusetts Board of Library Commissioners' standards.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Main Library circulation in the first half of FY11 increased 114% over FY09 (last year the Main Library was open from July - December).
- Children's and Teen circulation at the Main Library increased 60% and 50% respectively.
- The Main Library was the recipient of 11 architectural awards, including the prestigious Harleston Parker Medal from the Boston Society of Architects.
- On average, 1,700 individuals enter the Main Library daily.
- Use of Main Library meeting spaces by community groups increased 142% from 165 to 400.
- Library system circulation increased 24%.
- In-library computer sessions increased 29%.
- Computer classes offered to the community increased 84%.
- In-library use of materials increased 30%.

- Use of online references sources increased 44%.
- Use of library museum passes increased 78%.
- Replaced the HVAC system at the Central Square Branch and renovated the interior spaces.
- Circulation of children's materials during the summer reading program increased 56%.
- In the 2010 Citizen Survey, 85% of respondents rated the library as good or excellent (previous high was 77%) and 75% of respondents said they had used the library in the past year.

**Figure 1: FY10 Comparative Statistics on Regional Library Use**

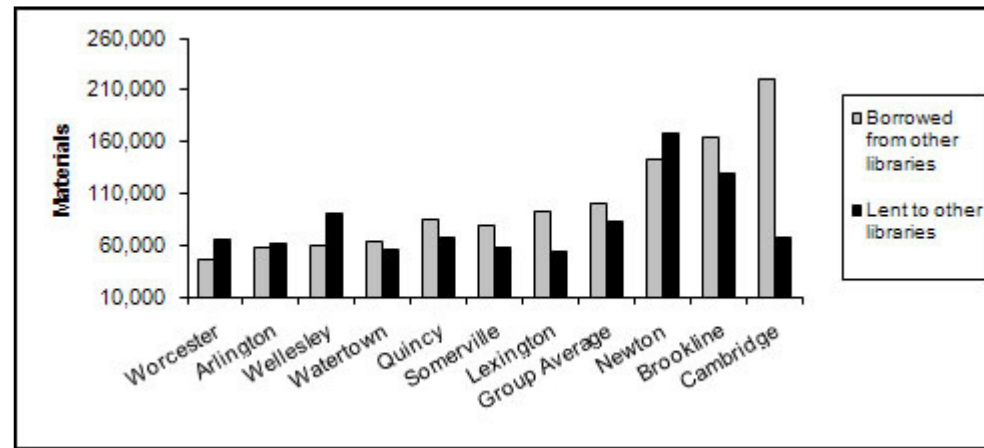
The following table shows levels of library activity for a sample of local communities, in order of cost per hour open, as compiled by the Massachusetts Board of Library Commissioners (MBLC).

City	Total Hours Open Per Year (all locations)	Total Circulation	Circulation Per Capita	Number of Programs	Total Program Attendance	Reference Transactions Per Week	FY10 Cost Per Hour Open
Somerville	7,472	501,095	7.0	613	8,385	466	\$233.00
Quincy	7,359	766,904	8.0	751	18,525	881	\$385.00
<b>Cambridge*</b>	<b>12,692</b>	<b>1,284,081</b>	<b>12.0</b>	<b>2,660</b>	<b>56,887</b>	<b>3,509</b>	<b>\$605.00</b>
Brookline	7,959	1,408,193	25.0	616	21,530	810	\$465.00
Lexington	3,325	858,839	28.0	469	21,776	876	\$687.00
Arlington	4,235	686,982	16.0	442	24,392	1,520	\$526.00
<b>Group Average</b>	<b>6,184</b>	<b>980,829</b>	<b>17.3</b>	<b>858</b>	<b>23,975</b>	<b>1,499</b>	<b>\$637.90</b>
Watertown	3,283	688,530	21.0	423	14,016	1,065	\$698.00
Wellesley	6,034	757,536	28.0	551	17,531	793	\$407.00
Worcester	6,080	873,640	5.0	528	17,073	2,248	\$802.00
Newton	3,396	1,982,487	23.0	1,522	39,635	2,818	\$1,571.00

Main Library was closed from July-October, 2009

**Figure 2: FY10 Borrowing and Lending Activity by Community**

The following graph shows the total amount of materials borrowed from and lent to regional libraries, according to MBLC data.



**FY12 GOALS:**

**Programs and Services**

- *GOAL 1: Maintain quality of service in an efficient and cost effective manner.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Check-outs	1,087,446	1,100,000	1,300,000	1,300,000
2. Renewals	196,635	135,000	265,000	265,000
3. Check-ins	960,543	900,000	1,000,000	1,000,000
4. Questions answered	182,468	150,000	175,000	175,000
5. Process network transfers	288,293	260,000	300,000	290,000
6. In-library computer sessions	116,542	125,000	150,000	150,000
7. Total program attendance	59,354	55,000	55,000	55,000
8. Total transactions	2,891,281	2,725,000	3,245,000	3,235,000
9. Cost per transaction	\$2.57	\$ 2.98	\$2.51	\$ 2.60
10. Access to online reference resources (# of sessions)	264,089	175,000	350,000	350,000

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
11. Provide materials for in-library use (number of items used but not checked out)	99,902	45,000	130,000	130,000
12. Provide free or low cost admission to area museums for cardholders	4,216	4,000	7,500	7,000

■ *GOAL 2: Provide library users with access to a broad collection of print, electronic and audiovisual resources.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Select, purchase (from all sources) and catalog new acquisitions for library collection	42,145	28,000	40,000	40,000
2. Process books, CDs and DVDs requested by other communities for their patrons	67,944	60,000	90,000	90,000
3. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons	220,349	160,000	200,000	200,000
4. Pack and ship materials within the CPL and to other Minuteman libraries (number of bins sorted)	15,351	14,000	14,000	14,000
5. Fulfill requests for books, CDs, DVDs, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting library	90,299	80,000	100,000	100,000
6. Deliver library materials to home-bound residents, nursing homes and senior housing (number of books)	8,955	9,000	9,500	9,000
7. Deliver library materials to home-bound residents, nursing homes and senior housing (number of deliveries)	345	300	300	300

■ *GOAL 3: Promote literacy development and library use for children and teens.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Send out Welcome Baby packets to parents of newborns in Cambridge	1,174	850	900	900
2. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines	91	75	90	90
3. Offer weekly toddler singing programs	295	275	300	300
4. Visit children at day care centers and nursery schools and conduct on-site story times	156	125	125	75
5. Circulation of children's materials during the summer	53,679	55,000	83,781	80,000
6. Host book discussion groups for children and teens (# of sessions)	103	75	100	100
7. Offer programs to promote adult literacy and English proficiency	2,080	1,000	750	800
8. Offer individual tutorials for adult learners in reading and writing English	n/a	n/a	1,100	1,200

■ *GOAL 4: Promote library services to all residents.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Register new borrowers	10,462	6,000	11,000	9,000
2. Offer outreach programs for seniors	n/a	n/a	55	60
3. Offer programs for teens	n/a	n/a	17	25
4. Number of individuals who visited libraries	n/a	n/a	485,000	500,000

- **GOAL 5:** Offer a wide array of electronic information services to residents within the library and remotely.

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Offer classes to residents on how to use computers for accessing the library, using the Internet, finding a job, etc. (# of classes)	68	50	100	75
2. Introduce e-readers into the collection and develop circulation policies for them (# of readers)	n/a	n/a	n/a	35
3. Make digitized version of historical files of Cambridge Chronicle available online	n/a	n/a	n/a	50%
4. Maintain interest area blogs: teen, Cambridge history, and develop two additional social media connections	n/a	n/a	2	4
5. CPL Website page views	863,675	700,000	2,000,000	2,500,000

- **GOAL 6:** Bring residents together to discuss books and topical issues and to promote community.

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Provide public meeting space for community groups of all sizes at Main Library (# of meetings)	165	95	400	425
2. Provide public meeting room space at Central Square Branch (# of meetings)	160	135	0	100
3. Offer book discussion groups for all ages (# of groups)	135	125	150	150
4. Provide public meeting space at the O'Neill Branch	193	150	75	75

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$7,945,535</b>
Real Estate Taxes	\$7,945,535	
<b>FINES &amp; FORFEITS</b>		<b>\$45,000</b>
Library Fines	\$45,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$407,920</b>
State Cherry Sheet Revenue	\$312,690	
Cherry Sheet-Aid To Pub Libry	\$95,230	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$8,398,455</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$6,447,825</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$1,908,980</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$41,650</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$8,398,455</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>64</b>	<b>65</b>	<b>65</b>



**LIBRARY  
-Main Library**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$581,430	\$582,180		\$676,250
\$695,595	\$692,020	<b>ADMINISTRATION</b>	\$623,270
\$965,305	\$994,335	<b>PUBLIC SERVICES</b>	\$1,048,980
\$1,090,080	\$1,253,360	<b>REFERENCE SERVICES</b>	\$1,180,510
\$524,600	\$651,315	<b>CIRCULATION SERVICES</b>	\$655,415
\$553,745	\$582,320	<b>TECHNICAL SERVICES</b>	\$689,120
\$772,865	\$1,072,325	<b>CHILDREN'S SERVICES</b>	\$1,073,720
<u>\$336,040</u>	<u>\$310,650</u>	<b>SUPPORTIVE SERVICES</b>	<u>\$319,885</u>
<u>\$5,519,660</u>	<u>\$6,138,505</u>	<b>COMPUTER TECH. SUPPORT SVCS</b>	<u>\$6,267,150</u>

**PURPOSE & OVERVIEW:** The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, cataloging, materials processing, reference services, outreach to senior citizens, children's services and programs, as well as personnel functions. The City's most comprehensive and expansive library collections can be found at the Main

Library. It provides the backup for the branch collections.

**FY12 GOALS:**

- *GOAL 1: Promote use of new Main Library to the community.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Create exhibits to promote use of the Cambridge History Collection	n/a	8	5	5
2. Offer author readings, lectures, films, concerts, and other cultural programming to promote library use and community	n/a	25	65	65
3. Offer tours of the library to the community	n/a	n/a	n/a	25

**LIBRARY  
-Branch Libraries**

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
\$328,850	\$306,100	<b>O'NEILL (NORTH CAMBRIDGE)</b>	<b>\$305,610</b>
\$286,075	\$281,765	<b>VALENTE (CAMBRIDGE FIELD)</b>	<b>\$308,870</b>
\$221,880	\$229,130	<b>BOUDREAU (OBSERVATORY HILL)</b>	<b>\$228,475</b>
\$220,775	\$244,275	<b>O'CONNELL (EAST CAMBRIDGE)</b>	<b>\$243,875</b>
\$190,615	\$207,555	<b>COLLINS (MOUNT AUBURN)</b>	<b>\$214,250</b>
<u>\$774,050</u>	<u>\$765,740</u>	<b>CENTRAL SQUARE</b>	<u><b>\$830,225</b></u>
<b>\$2,022,245</b>	<b>\$2,034,565</b>		<b>\$2,131,305</b>

**PURPOSE & OVERVIEW:** Branch libraries are designed to provide neighborhood-based services especially to children and their families. The branch collections specialize in high demand materials, popular fiction for adults and children, audiovisual materials as well as books and magazines in languages other than

English, where demand exists. The Central Square 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.

**FY12 GOALS:**

- *GOAL 1: Offer space for community artists to display their work.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. O'Neill Branch (# of exhibits)	n/a	n/a	12	12
2. Central Square (# of exhibits)	n/a	n/a	0	6

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$2,856,230	\$3,221,100	ADMINISTRATION	\$3,175,705
\$2,336,410	\$2,506,210	OFFICE OF WORKFORCE DEV.	\$2,561,595
\$2,255,965	\$2,263,715	PLANNING AND DEVELOPMENT	\$2,283,265
\$2,403,375	\$2,490,780	COMMUNITY SCHOOLS	\$2,513,165
\$1,967,790	\$2,079,765	RECREATION	\$2,151,220
\$1,157,225	\$1,221,150	ELDERLY SERVICES & COA	\$1,259,580
		CHILDCARE & FAMILY SUPPORT	
\$3,129,990	\$3,331,940	SERVICES	\$3,352,530
\$575,245	\$590,980	GOLF COURSE	\$636,175
\$889,500	\$900,400	COMMUNITY LEARNING CENTER	\$898,960
<u>\$2,291,260</u>	<u>\$2,276,265</u>	YOUTH PROGRAMS	<u>\$2,395,390</u>
\$19,862,990	\$20,882,305		\$21,227,585

**HUMAN SERVICES  
-Summary**

**PURPOSE & OVERVIEW:** In FY12, 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 FY11, the Department

provided staffing and leadership to the community collaborators who developed "Baby U," Cambridge's version of the Harlem Children's Zone Baby College. The Department is also playing a key role in the implementation of the Blue Ribbon Middle School Out of School Time Strategic Plan and will collaborate with the School Department on planning for implementation of the Innovation Agenda. 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 for local groups and services provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, the Kids' Council, and 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 FY12 Human Services Budget reflects the following increases: \$50,000 to cover increased costs for inclusion programming; \$50,000 increase to the Community Schools Budget to reflect actual program costs and revenues; \$20,000 to support the existing summer youth basketball and midnight basketball programs; \$15,000 for additional part-time staff to work with youth at the King Open Extended Day Program; \$13,800 increase for transportation services provided by SCM Community Transportation; and a \$43,500 reduction in CDBG funded operations and contracts.

**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.
- Working in collaboration with CRLS staff, staff from the Office of Workforce Development and Youth Programs will create and deliver curriculum introducing 21st Century skills such as critical thinking, communication and leadership to all CRLS freshman.
- To improve public access to the array of health and human services available to families and individuals, enhance access in multiple languages, to the online resource guide [www.CambridgeSomervilleResourceGuide.org](http://www.CambridgeSomervilleResourceGuide.org) and to telephone support, to enable agencies to find resources for clients outside the agency's area of expertise and to empower individuals to find resources for themselves.
- 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, Homeless Services Planning

Committee, Professional Ambulance and Cambridge Health Alliance, reduce fatal and non-fatal opioid drug overdoses.

- Continue to secure federal, state and local resources for the homeless Continuum of Care with the overarching goal of preventing and ending homelessness for as many individuals and families as possible.
- Continue to implement the Homelessness Prevention and Rapid Rehousing Program, using stimulus funds through the Multi-Service Center, to help residents at risk of losing housing remain in their apartments or move to new housing.
- 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 and Danehy Park Family Day.
- Continue weekly summer "Screen on the Green"/Family Concert Series at select parks and monthly neighborhood based family movie events at Youth Centers.
- 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 with the Cambridge Police Department's Juvenile and Family Service Unit and community providers, promote productive and safe activities for middle and high school youth across the city.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

#### **FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Served 39,112 meals and snacks in 24 sites throughout the city during the 2010 Summer Food Service Program. Meals were served at five open sites, including parks, housing developments and at 19 enrolled sites.
- Successfully implemented the 6th cycle 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 the Citywide Senior Center, providing important nutrition

and building community with seniors from across the city. Also provided wellness programs, English for Speakers of Other Languages (ESOL), multi-cultural celebrations, computer classes, monthly social events and creative arts activities.

- Provided parent support and fostered community through a network of parent/child playgroups, family fun days and dances, and family literacy events.
- Provided outreach and programming to fathers through the Center for Families, with an eight week Nurturing Fathers program, a Dads breakfast program, a Dads support group and a Dads corner in the bimonthly newsletter, increasing by 40% the number of Dads participating in programs.
- 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 youth league coaches.
- Successfully served over 150 seniors through a spring time Senior Town Meeting focused on health and engagement for life.
- Developed and implemented career awareness and job readiness curricula for GED and English for Speakers of Other Languages students at the Community Learning Center to help them prepare for their next steps.
- Continued with two more pilots of Baby U in Area IV and Riverside/Cambridgeport, serving 25 low income families in each pilot, helping them to enhance their parenting skills and connecting them to a variety of community services so that they can better promote their children's physical, emotional and educational development.
- 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.
- Initiated a workplace education program providing onsite ESOL and transition to college classes for employees of the Cambridge Health Alliance and Spaulding Hospital Cambridge.
- 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 904 youth in the Mayor's Summer Youth Employment Program, by collaborating with regional and state workforce development staff to take advantage of federal stimulus funding and 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, expanded communication to families about inclusion efforts and strengthened linkages with schools.

- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Cambridge was recognized for the 4th 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.

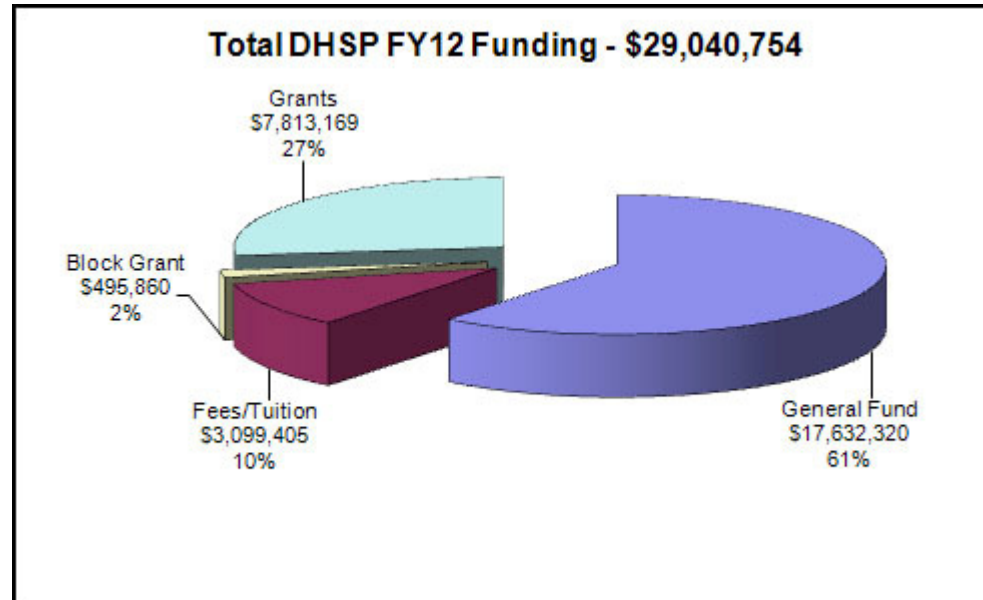
<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$17,366,055</b>
Real Estate Taxes	\$17,366,055	
<b>CHARGES FOR SERVICES</b>		<b>\$3,099,405</b>
Recreation Activity	\$220,000	
League Fees	\$20,000	
Golf Course Fees	\$636,175	
Childcare Tuition	\$1,195,230	
Special Needs Revenues	\$8,000	
Community And Youth Activities	\$30,000	
Senior Center - Central Sq	\$35,000	
Community School Revenue	\$730,000	
Extended Day Revenue	\$130,000	
Field Permit/Non City Leagues	\$95,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$762,125</b>
C.D.B.G.	\$495,860	
State Cherry Sheet Revenue	\$266,265	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$21,227,585</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$18,198,360</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$2,924,125</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$80,100</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$25,000</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$21,227,585</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>135</b>	<b>136</b>	<b>136</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN SERVICES  
-Grants and Contracts**



**GRANTS ACTIVITIES:** Grants not appropriated during the budget process continue to provide major funding for services to families, homeless individuals, child care programs, adult basic education, older adults and low-income fuel assistance clients. Some services described below are provided directly by Department staff, others are provided through subcontracts with community agencies. The grant amounts below reflect currently available information about grants from the State or Federal agencies. FY12 budgets are based on FY11 awards and may change as those budgets are finalized.

**LOW INCOME FUEL ASSISTANCE/EMERGENCY FOOD AND SHELTER PROGRAM (\$2,113,130).** 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 2010-11 winter season, with financial assistance for heating bills and rental assistance if heat is included in the rent. EFSP funds of \$12,000 are included and are used for emergency situations.

**U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION (\$85,580).** Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can receive nutritious meals during school vacations. DHSP operated 24 meal sites in the summer of 2010, serving 39,112 meals and snacks.



**CAMBRIDGE HOUSING AUTHORITY (\$64,000).** The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) (\$2,581,421).** 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 (\$498,175).** Funding is for a new model of providing emergency shelter, case management, housing placement and stabilization services for homeless families through a partnership between the Multi-Service Center and the Cambridge YWCA.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, HOMELESSNESS PREVENTION AND RAPID REHOUSING PROGRAM (\$293,000).** Funded under the American Recovery and Reinvestment Act (ARRA), this program provides services at the Multi-Service Center and financial assistance for eligible homeless families and individuals or those in danger of losing their rental housing.

**MASSACHUSETTS DPH/SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION (\$268,000).** 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 SHELTER PLUS CARE (\$243,744).** 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 (\$139,500).** These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and for other services for homeless persons.

**DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS (\$88,979).** This program provides casework support for men who are moving from homelessness toward permanent housing, and who are housed at the YMCA during the transitional period.

**CAMBRIDGE PERFORMANCE PROJECT (\$8,000).** The Performance Project operates theatrical, dance and other performing arts classes, using a mix of funds from State agencies, private foundations and contributions from businesses and individuals.

**EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD (\$92,170).** The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation, substance abuse services for seniors and to support operations at the Citywide Senior Center, including reception and weekend activities. Project Bread funds support the senior center food pantry.

**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 (\$50,714).** 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/PATHWAYS TO FAMILY SUCCESS (\$881,552).** The Community Learning Center receives state funds for Adult Basic Education, English for Speakers of Other Languages (ESOL), civic education, volunteer coordination, education for homeless adults, workplace education, family literacy and health education. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. A series of classes are offered onsite for Cambridge Housing Authority residents. A collaboration with Bunker Hill Community College provides staff development and transition to college. The CLC has a subcontract with Notre Dame Education Center to provide distance learning in ESOL. The Pathways to Family Success grant supports educational services, workshops and case management for 12 families.

**FOUNDATIONS/FRIENDS OF THE CLC/FIRST LITERACY/CHA (\$188,556).** The Community Learning Center receives funds from several foundations and from private donations for transitional classes for adults with a GED or high school diploma who are interested in attending college, for training students as computer lab assistants, as student leaders and for additional ESOL classes.

**MOUNT AUBURN HOSPITAL/COMMONWEALTH CORPORATION (\$77,774).** 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 FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN SERVICES  
-Administration**

\$567,305	\$747,780	<b>LEADERSHIP</b>	\$646,055
\$954,155	\$982,260	<b>OPERATIONS</b>	\$972,640
\$156,510	\$161,585	<b>IT</b>	\$165,810
\$603,620	\$651,090	<b>EXTENDED DAY</b>	\$677,045
\$279,070	\$284,230	<b>AGENDA FOR CHILDREN</b>	\$316,505
\$295,570	\$394,155	<b>EARLY CHILDHOOD INITIATIVE</b>	\$397,650
<u>\$2,856,230</u>	<u>\$3,221,100</u>		<u>\$3,175,705</u>

**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, over 200 salaried and over 500 part-time and seasonal employees. The Division provides oversight to the Agenda for Children, a

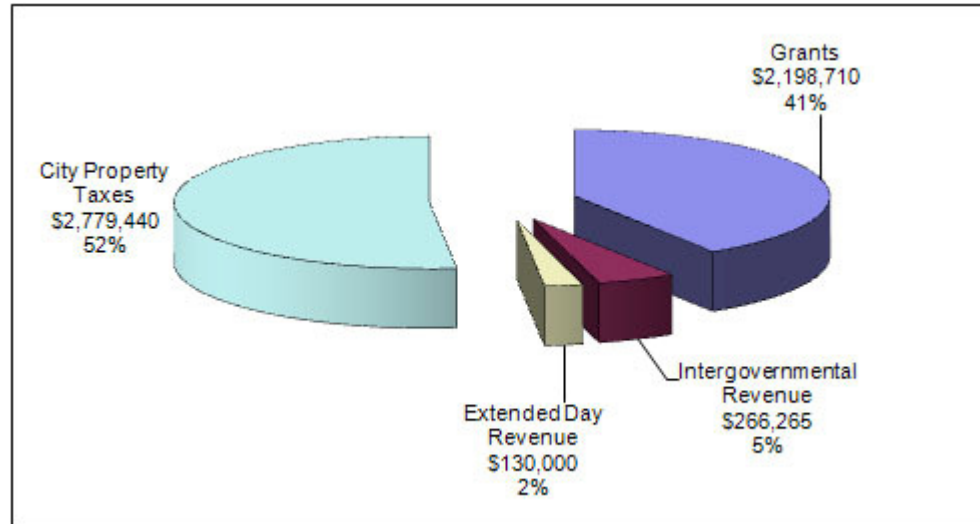
collaboration of DHSP, the School Department, the Cambridge Health Alliance, the Cambridge Public Library, the Cambridge Police Department, the Kids' Council and the community.

The Division acts as the liaison with other City departments, including Purchasing, Auditing, Personnel, Payroll, Finance, Law and IT, as well as outside vendors and contractors. The Division manages a budget of about \$7.8 million in grant funding and \$21 million in the general fund, which includes \$3.1 million in tuition and fees. The Division is responsible for budget preparation, accounts payable and receivable, expense and revenue tracking and reconciliation, as well as the recruitment and hiring of staff, payroll processing, employee orientation, employee benefit tracking and other related functions. For the past several years, the Division has led a department-wide effort to build a more collaborative culture supporting the City Council's goal of enhancing diversity. 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 24 sites throughout Cambridge.

The Division oversees the Cambridge Connections program, a collaboration of City and community agencies, which focuses on families with children birth to age four. Activities center 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. In FY11, City and community agencies collaborated in the launch of "Baby U", an intensive pilot 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.

**FUNDING SOURCES/ADMINISTRATION**



This figure includes funds anticipated to be received in FY12, but not yet appropriated.

**CAMBRIDGE CONNECTIONS & BABY UNIVERSITY**

- *GOAL 1: Parents and primary caregivers of children birth to age four will receive education and support from Cambridge Connection partners to support them as their children's first and most important teacher.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of literacy-promoting maternity ward and home visits to mothers with infants and toddlers	725	825	750	800
2. Number of English Language Learner parent/caregivers of young children receiving ESOL or Adult Basic Education	55	42	42	45

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Number of parents, caregivers and children taking part in parent education workshops, playgroups and other learning enhancing activities	725	700	963	940

■ *GOAL 2: The Community Engagement Team will do outreach and education with underserved English Language Learners and minority communities to engage families, caregivers and children in beneficial learning opportunities.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of providers and community members attending citywide networking events	94	120	150	150
2. Number of times hard-to-reach families informed about parenting and other early literacy events by outreach workers actually attend those events	n/a	n/a	400	400
3. Percentage of networking participants who report that their knowledge of diverse cultures and appropriate outreach methods increased	93%	80%	93%	93%

■ *GOAL 3: Through pilot 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of families participating in Baby U program	23	50	70	90

■ GOAL 3: (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Percentage of families participating in at least 80% of Baby U activities	70%	75%	75%	75%
3. Percentage of families participating that report using two or more new parenting strategies	90%	75%	87%	90%
4. Percentage of families that make connection to new community resources as a result of Baby U connections	76%	50%	52%	60%
5. Number of Cambridge organizations participating in Baby U design, delivery and oversight	11	13	14	15

**HUMAN SERVICES  
-Office of Workforce Dev.**

ACTUAL FY10	PROJECTED FY11	BUDGET FY12
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<u>\$2,336,410</u> \$2,336,410	<u>\$2,506,210</u> \$2,506,210
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**OFFICE OF WORKFORCE DEV.**      \$2,561,595      **PURPOSE & OVERVIEW:** The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.

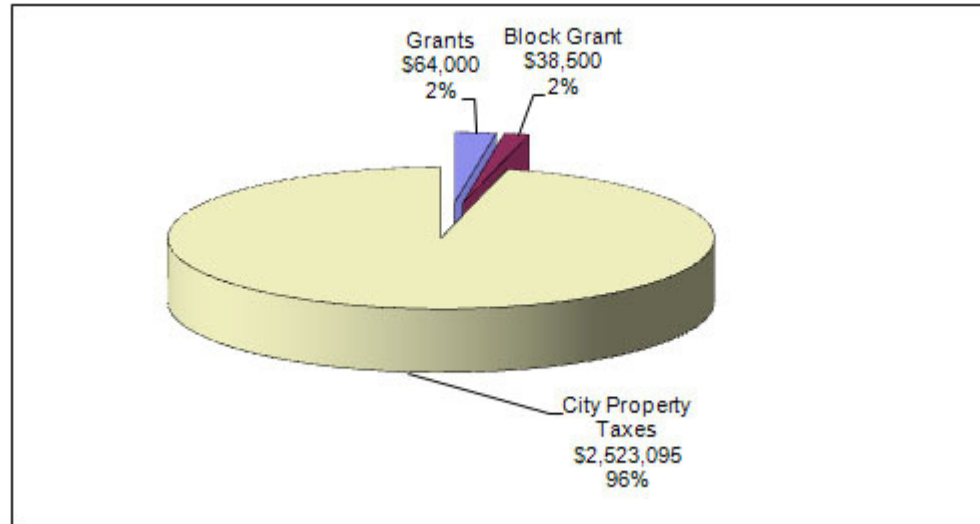
Consistent with the City Council goal on education, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment, reaches out to employers on behalf of residents 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 FY11, 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.

OWD manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. These include the Youth Employment Center at the high school; the Cambridge Reaching All Youth Committee (for youth program providers); 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 meets 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 FY12, but not yet appropriated.

**FY12 GOALS**

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of residents served through CEP	340	340	342	345
2. Number of CEP referrals to education and training	29	21	20	22
3. Number of CEP job placements	112	118	116	118
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	34	31	33	35

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of local youth and adult program staff participating in service coordination efforts	41	35	36	37
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	59	50	51	52

- *GOAL 3: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of students enrolled in school to career activities including internships	48	40	43	40
2. Number of student enrollments in work-readiness and career awareness workshops	150	138	139	140
3. Number of youth visits to the Youth Employment Center	405	395	396	400
4. Number of private sector summer and school year jobs	76	80	76	80
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	58	53	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	900	900	904	900
2. Number of supervisors/mentors trained in working with young employees	128	130	138	135
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	326	300	381	380
4. Number of youth served in school year employment and service learning activities	51	55	50	55
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	94%	97%	93%	95%
6. Percent of supervisors who were very satisfied with their youth worker(s)	84%	90%	94%	95%

- *GOAL 5: Develop and implement a Transitional Jobs Program for disengaged adults and implement an assessment process for every resident applying for a nine-week position with the City.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of residents enrolled in Cambridge Works	29	30	19	29
2. Percentage of participants each cycle who complete the program	88%	89%	89%	90%
3. Number of participants completing the program who are placed in jobs or full-time training	9	12	11	13
4. Number of nine week applicants completing formal assessment process	109	280	110	112

**HUMAN SERVICES  
-Planning and Development**

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$132,425	\$133,930		\$134,230
\$986,705	\$979,510	<b>LEADERSHIP CONTRACTS</b>	\$926,530
\$143,420	\$152,830	<b>COMMISSION FOR PERSONS WITH DISABILITIES</b>	\$156,340
\$146,840	\$156,595	<b>KIDS' COUNCIL</b>	\$151,290
\$778,435	\$769,820	<b>HUNGER AND HOMELESS SVCS</b>	\$842,940
<u>\$68,140</u>	<u>\$71,030</u>	<b>HAITIAN SERVICES</b>	<u>\$71,935</u>
<b>\$2,255,965</b>	<b>\$2,263,715</b>		<b>\$2,283,265</b>

**PURPOSE & OVERVIEW:** Planning and Development staff assist various groups in assessing community needs and seeking resources to meet those needs, particularly working with the Human Services Commission.

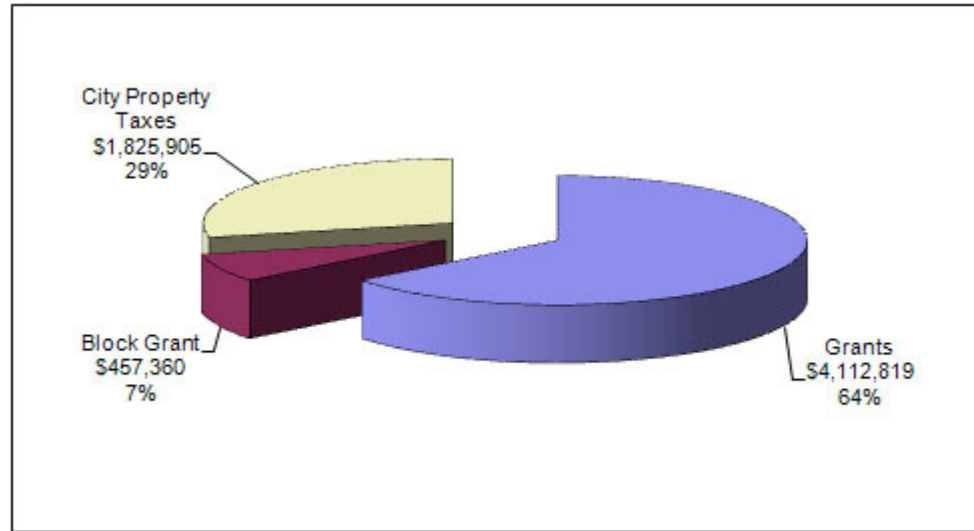
Consistent with the City Council's goal of improving access to services, another major

emphasis of the Division is promoting utilization of [www.CambridgeSomervilleResourceGuide.org](http://www.CambridgeSomervilleResourceGuide.org), the online Human Services Information and Referral Database. The Division gives technical assistance to agencies seeking funding from many sources and coordinates the processes for agency proposals for funds that flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs as well as the Homelessness Prevention and Rapid Rehousing Program funded with federal stimulus funds. The Grants Management Unit administers outgoing contracts for a variety of community services.

Planning and Development staff are involved in the development and implementation of new regional and collaborative models for preventing and addressing homelessness. This Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men through the Multi-Service Center. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Heading Home, Eliot Community Human Services, LIFT (formerly the National Student Partnership,) North Charles, Shelter Legal Services, CEOC household budgeting workshops, CASCAP Representative Payee/Budget Counseling Services and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have relocated from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services in collaboration with other City agencies. The Coalition has developed and implemented 21 Proof, an award-winning program to decrease youth access to alcohol through trainings for alcohol servers and sellers. The Coalition employs other community strategies to address prescription drug abuse and opioid drug overdoses as well as alcohol access.

**FUNDING SOURCES/PLANNING & DEVELOPMENT:**



This figure includes funds anticipated to be received in FY12, but not yet appropriated.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of client referrals for personal counseling, mental health services, substance abuse services and employment	2,615	3,000	2,000	2,000
2. Number of clients placed in temporary housing	376	350	350	350
3. Number of clients placed in permanent housing	148	200	120	120
4. Number of clients maintained in current housing	431	400	500	500

- **GOAL 2:** *Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness, consistent with the City Council's housing support goal.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of family intakes	1,081	1,000	900	900
2. Number of families placed in housing	148	155	120	120
3. Number of referrals made for families for personal counseling, mental health services, substance abuse services, employment	1,888	1,900	1,400	1,400
4. Number of families maintained in current housing	671	650	800	800

- **GOAL 3:** *Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Homelessness monies, and City tax dollars to support the continued socio-economic diversity of the City, consistent with the City Council's goals.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of clients served in youth and family services programs	1,010	1,100	950	900
2. Number of clients served through domestic violence and abuse prevention programs	77	95	90	70
3. Number of clients served through linguistic minority programs	646	550	550	540
4. Number of clients served through homelessness prevention and service programs	6,094	5,200	5,750	5,750
5. Number of client visits to food pantry programs	30,964	35,000	31,000	31,000
6. Number of clients served through elderly and disabled service programs	424	300	400	400

**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 by 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 FY11, the Commission worked closely with the Department of Public Works as we continue to implement a 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 activities.

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.

**FY12 GOALS**

- *GOAL 1: Continue implementation of the City's ADA Compliance Plan and provide training and assistance to public entities in Cambridge, such as the Cambridge Health Alliance and the Housing Authority.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Trainings and technical assistance sessions provided to City employees, departments and other public entities	134	115	135	125

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge, consistent with the City Council's goal to improve access to services.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Site visits and access surveys of Cambridge businesses completed	54	36	80	65
2. Cambridge agencies and businesses which remove barriers to access	33	15	15	16
3. Trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	7	12	12	12
4. Taxi coupon users served	60	68	68	68
5. Temporary disability permits issued	18	11	11	10
6. Trash and recycling exemptions issued	119	129	135	140

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Disability awareness trainings delivered to various City departments and staff	69	59	64	69
2. Responses to individual service, information and referral requests	1,631	2,150	1,550	1,500
3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	138	112	140	145
4. Community newsletters on disability resources, news and information	6	6	6	6



## KIDS' COUNCIL

**PURPOSE & OVERVIEW:** Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids' Council) provides leadership and serves as a forum to engage the public in promoting a comprehensive local response to the needs of Cambridge's children and families. The Council, chaired by the Mayor, is comprised of parents, 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, Youth Involvement* and the *Inclusion in Out of School Time Programs* initiatives. These initiatives directly support the City Council's goals to value diversity and support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the City; to strengthen and support Public Education and Learning; and to strengthen mutually beneficial partnerships with universities. In 2010, Cambridge was selected for the fourth time as one of *America's Promise 100 Best Communities for Young People*.

The Kids' Council's first major initiative, the *Center for Families*, was launched in 1994 to develop school-linked neighborhood-based family support centers for all families, particularly those with children from birth to age 5. The initiative's pilot project, Center for Families of North Cambridge, became one of the first 12 family support programs in the country to receive accreditation as an exemplary program from Family Support America. The initiative has branched out to many parts of the city in expanding family support services.

Drawing upon extensive community input through the *Agenda for Children*, the Kids' Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read; 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 initiative's Community Engagement component continues to facilitate and strengthen connections to parents to promote the importance of the two goals. The King Open Extended Day Program will be completing its eleventh year and continues to improve program quality and relationships with school day staff.

The *Youth Involvement Initiative* began in summer 2001 with the goal to increase the civic engagement of young people. Over the years, the Youth Involvement Initiative has produced projects that were led, planned and conducted by youth on a variety of topics and issues: from mapping drug use in Cambridge to advocacy for legislative change on the City and state levels, such as in 2004 to include three youth voting members on the Kids' Council, and in 2006 to push for the filing of a state bill to give 17 year olds the right to vote in local elections. In recent years, the subcommittee has been focusing on issues related to race, equity, cultural awareness and the achievement gap at school, and on building partnerships with youth groups statewide, such as the Student Advisory Council of the Boston Public Schools, to achieve mutual goals. The initiative has annually sent 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 and 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. As a result, the City launched its version of Baby College, Baby U, in 2010, to work with parents of young children to enhance their parenting skills and to connect them with a variety of community services so they can better promote their children's physical, emotional and educational development.

In the coming year, the major focus of the Kids' Council, in partnership with Harvard's Kennedy School of Government, will be implementation of its Strategic Plan: Cambridge Vision for Lifelong Success of Children, Youth and Families. Implementation began in the fall of 2009 with a kick-off event and the formation of a cross-disciplinary subcommittee structure to work on achieving five outcome goals for the City's children, youth and families: 1) Children are ready for school; 2) Children and youth are healthy and live in safe communities; 3) Children and youth succeed in school and are prepared for work; 4) Children and youth are engaged in enriching activities and civic life; and 5) Children and youth live in stable, self-sufficient, supportive families. Relating to outcome goal #2, Cambridge officially signed on in February 2011 to the "National Let's Move!" Campaign to raise awareness about childhood obesity.

**Long-term Plan to Sustain and Increase Capacity for Kids' Council Efforts**

- *GOAL 1: Publish a Status Report on the State of Cambridge's Children and Families.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage completed in development of Status Report on the State of Cambridge's Children, Youth and Families	50%	100%	75%	100%
2. Percentage completed in development of production, distribution and marketing plan for Status Report	n/a	75%	50%	100%

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Percentage completed in development of plan for data collection and analysis to track identified indicators	n/a	100%	75%	100%

■ *GOAL 2: Establish university partnership to support Kids' Council's work.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of university partnerships established	1	1	1	1

■ *GOAL 3: Conduct year-end self evaluation of Kids' Council progress on strategic goals.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage completed of Kids' Council annual self-evaluation	100%	100%	25%	100%

**Youth Involvement: Civic Participation and Engagement**

■ *GOAL 4: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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	9	10	10	10

■ *GOAL 4: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
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	310	100	250	150

**Agenda for Children: Literacy Initiative**

- *GOAL 5: Parents, primary caregivers and early care and education providers will be supported as their children's primary and continuous teachers of literacy, furthering the City Council's educational goal.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of parents/caregivers reached by core literacy initiative programming including maternity ward visits, home visits and workshops and literacy specific playgroups	1,217	1,425	1,300	1,400
2. Number of books and resource materials distributed to children, families and staff	7,507	6,500	7,500	7,500
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%	82%	95%	90%
4. Percentage of parents who say they know a lot about reading to children, following their home visit or workshop	85%	87%	85%	87%

**Agenda For Children: Out of School Time Initiative**

- *GOAL 6: Continue Out of School Time Resource Partnership that supports service providers in strengthening operational infrastructure, increasing program quality and coordination for families, furthering the City Council's education goal.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Programs participating in Agenda for Children Out of School Time Initiative	40	40	40	40
2. Out of School Time staff participating in Communities of Practice	80	80	70	75
3. Programs completing organizational self-study, engaging in intensive classroom observation and receiving quality coaching for ongoing improvement plans	18	17	23	25
4. Number of programs participating in coordinated effort to deepen parent engagement and support	8	8	5	8

- *GOAL 7: Continue to improve the quality of the King Open Extended Day (KOED) Program and enhance the relationship with the school day staff.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Percentage of families responding to surveys regarding program quality and improvements	54%	70%	65%	70%
2. Percentage of families reporting that staff are always available to address their questions and concerns	98%	97%	98%	98%
3. Percentage of families reporting that staff know their child's personality, strengths, interests and needs	91%	100%	93%	95%

■ GOAL 7: (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Percentage of 4th-6th grade KOED students receiving Warning or Needs Improvement on MCAS for whom KOED staff facilitate additional academic supports	100%	100%	100%	100%
5. Percentage of teachers that identify that children's participation in KOED has supported academic growth	67%	90%	75%	77%

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN SERVICES  
-Community Schools**

<p>\$132,205 \$2,007,370 <u>\$263,800</u> \$2,403,375</p>	<p>\$136,960 \$2,099,310 <u>\$254,510</u> \$2,490,780</p>	<p style="text-align: center;"><b>LEADERSHIP</b> <b>COMM. SCHOOLS PROGRAMS</b> <b>SUPPORT SERVICES</b></p>	<p>\$138,760 \$2,090,400 <u>\$284,005</u> \$2,513,165</p>
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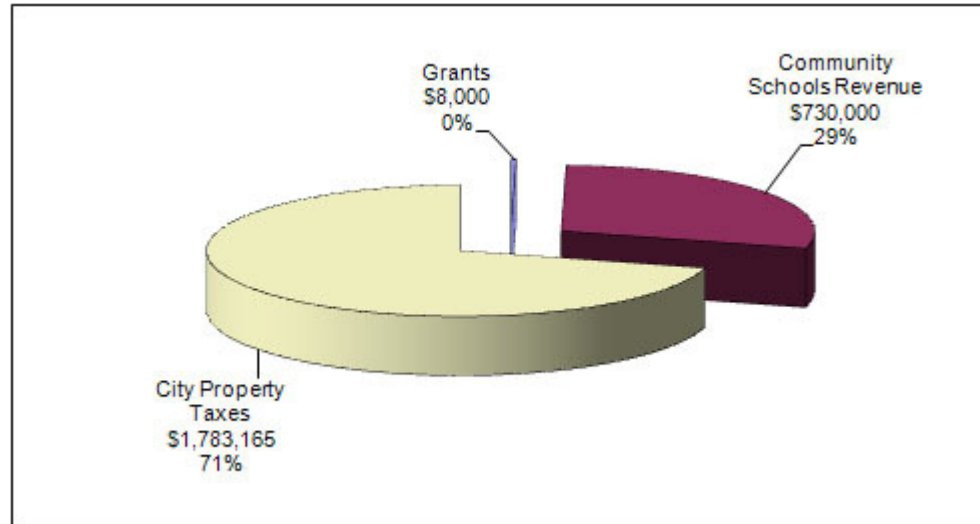
**PURPOSE & OVERVIEW:** The Division of Community Schools provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community

Schools, Directors work with their 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. Among the collaborations are intergenerational ones that bring children to Senior Housing buildings and bring high school youth to work with younger students as mentors and coaches. The programs have enhanced their focus on science education through a Girls Science February Vacation Camp and term time work with Science Club for Girls. Several of the community school programs are working with Greenfox Schools on Environmental Education and Solutions in renewable energy, organic gardening, food waste and green space. Tuition assistance is provided in all aspects of the programs. Last summer \$36,533 was awarded to 90 children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding.

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. Working together, the 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 of the Community School 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. Summer Arts in the Park, Camp Information Night, social events for families and senior citizens, and children's performances in music, dance and theater bring together residents of all ages representing as well the racial and ethnic diversity of the city.

**FUNDING SOURCES/COMMUNITY SCHOOLS:**



This figure includes funds anticipated to be received in FY12, but not yet appropriated.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Children's classes citywide during the school year	1,664	1,650	1,650	1,655
2. Adult, family and senior classes citywide during the school year	223	250	220	220
3. Summer camps for children	10	10	10	10
4. Children served in summer camps	838	825	850	825
5. School vacation camps	13	8	8	8
6. Youth enrolled in Counselor In Training (CIT) programs	210	125	200	200



■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	73	70	70	70
8. Percentage of families responding to surveys regarding program quality and improvements	54%	50%	35%	35%
9. Percentage of families reporting satisfaction with program quality	98%	95%	95%	96%

■ *GOAL 2: Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of Arts in the Park events	126	125	133	125
2. Number of community building events	45	41	41	45
3. Number of family events	70	65	65	67

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$119,325	\$124,140	LEADERSHIP	\$125,450
\$70,595	\$76,700	SUMMER	\$77,845
\$79,930	\$98,005	GOLD STAR	\$98,535
\$368,485	\$370,035	WAR MEMORIAL	\$367,780
\$202,435	\$177,900	SPECIAL NEEDS	\$178,225
\$7,340	\$7,200	LEAGUES	\$44,635
\$410,795	\$431,225	DANEHY PARK	\$458,220
\$323,110	\$333,305	SUPPORT SERVICES	\$340,245
\$385,775	\$461,255	INCLUSION INITIATIVE	\$460,285
<u>\$1,967,790</u>	<u>\$2,079,765</u>		<u>\$2,151,220</u>

**HUMAN SERVICES  
-Recreation**

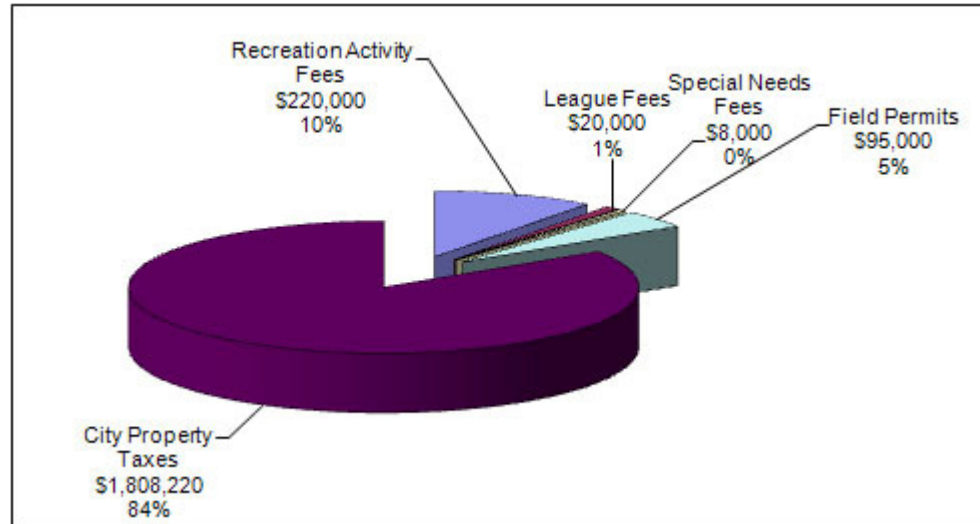
**PURPOSE & OVERVIEW:** The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks for athletic uses; and for the maintenance and

management of Mayor Thomas W. Danehy Park, the 55-acre former landfill which has become the main site of youth and adult athletic leagues and citywide special events. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. Staff is also engaged in initiatives such as the Fresh Pond Master Plan Advisory Committee, the Open Space Committee and the Cambridge Youth Sports Commission.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls' Softball, Little 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 annual Citywide Youth Games held at Danehy Park each summer.

The Division coordinates multi-faceted recreational and fitness programs and activities at the newly renovated 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 and school year 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 10 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 FY12, but not yet appropriated.

**FY12 GOALS**

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of youth recreation classes	72	74	74	74
2. Number of adult recreation classes	44	46	46	46
3. Number of youth swimming classes	80	80	80	80
4. Number of adult swimming classes	40	40	40	40

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of children age five and up in summer camps	25	25	24	25
2. Number of children age 6-14 in after school programs	5	5	2	2
3. Number of teens and adults in evening programs	28	28	26	28
4. Number of children and adults in unified integrated Saturday programs	66	66	63	66
5. Number of participants in Special Olympics	71	71	63	66
6. Percentage of families responding to surveys regarding program quality and improvements	54%	70%	75%	75%
7. Percentage of families reporting satisfaction with program quality	100%	100%	97%	100%

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and sound field management practices.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Total number/percentage of permitted hours of youth programs	14,312/78%	14,472/78%	14,472/78%	14,472/78%
2. Total number/percentage of permitted hours of adult programs	4,106/22%	4,106/22%	4,106/22%	4,106/22%

■ *GOAL 3: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	8	8	8	8
4. Number of elementary, middle and high school youth participating in summer youth basketball leagues in the parks	200	n/a	215	220

■ *GOAL 4: In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of Family/community movie events	26	28	28	30

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$104,745	\$109,250	<b>LEADERSHIP</b>	<b>\$110,615</b>
\$352,375	\$379,650	<b>SUPPORT SERVICES</b>	<b>\$404,260</b>
\$113,945	\$118,370	<b>N. CAMBRIDGE SENIOR CENTER</b>	<b>\$119,265</b>
\$227,425	\$252,190	<b>SENIOR CENTER MEALS</b>	<b>\$263,815</b>
\$29,945	\$31,235	<b>SENIOR CENTER ACTIVITIES</b>	<b>\$31,235</b>
<u>\$328,790</u>	<u>\$330,455</u>	<b>CITYWIDE SENIOR CENTER</b>	<u>\$330,390</u>
<b>\$1,157,225</b>	<b>\$1,221,150</b>		<b>\$1,259,580</b>

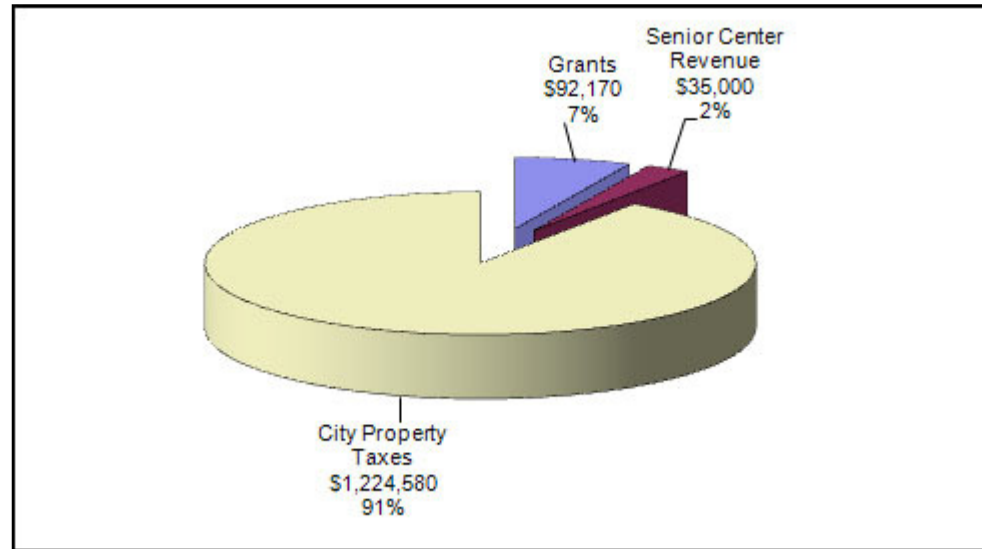
**HUMAN SERVICES  
-Elderly Services & COA**

**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 FY12, but not yet appropriated.

**FY12 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	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of information and referral services provided	3,736	3,800	3,740	3,800
2. Number of clients provided case management services	129	132	135	135
3. Number of seniors receiving home- based services	111	105	100	105

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Number of seniors receiving assistance on health benefits, Medicare and MassHealth from Social Services staff	347	285	280	285

■ *GOAL 2: Continue to operate Social Meals program and expand Food Pantry outreach to assure Seniors adequate nutrition and a year-round breakfast and lunch program.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of seniors receiving Food Pantry services at twice weekly pantry	807	860	845	860
2. Number of Food Pantry visits by financially eligible seniors	10,626	10,400	10,400	10,420
3. Number of meals served at 806 and 2050 Mass. Avenue sites	26,870	27,600	27,000	27,500
4. Number of seniors receiving home delivered food pantry services	20	20	20	20

■ *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of seniors linked to transportation services to the Center	305	310	315	315
2. Number of seniors served by subsidized weekly food shopping trips	218	210	215	215
3. Number of seniors served by subsidized medical transportation	320	310	320	320
4. Number of seniors using taxi coupons	452	550	475	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of different seniors attending computer classes	129	135	130	135
2. Number of hours of health/fitness/wellness classes offered each month	84	85	86	86
3. Number of special events promoting health/fitness/wellness	27	32	31	32
4. Number of seniors interviewed in user satisfaction survey	83	85	85	85

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN SERVICES  
-Childcare & Family Support Services**

\$124,350	\$135,135		
\$716,740	\$733,750		
\$1,695,985	\$1,794,830		
\$529,730	\$594,450		
<u>\$63,185</u>	<u>\$73,775</u>		
\$3,129,990	\$3,331,940		

<b>LEADERSHIP</b>	<b>\$136,855</b>
<b>AFTERSCHOOL</b>	<b>\$688,100</b>
<b>PRE-SCHOOL</b>	<b>\$1,830,560</b>
<b>SUPPORT SERVICES</b>	<b>\$587,380</b>
<b>CENTER FOR FAMILIES</b>	<b><u>\$109,635</u></b>
	<b>\$3,352,530</b>

**PURPOSE & OVERVIEW:** The Childcare and Family Support Services Division offers residents a wide range of services that further the City Council's education, fostering community and valuing and supporting racial, socioeconomic and cultural diversity goals. Together, these programs serve 285 children

in licensed programs and approximately 500 families in family support services.

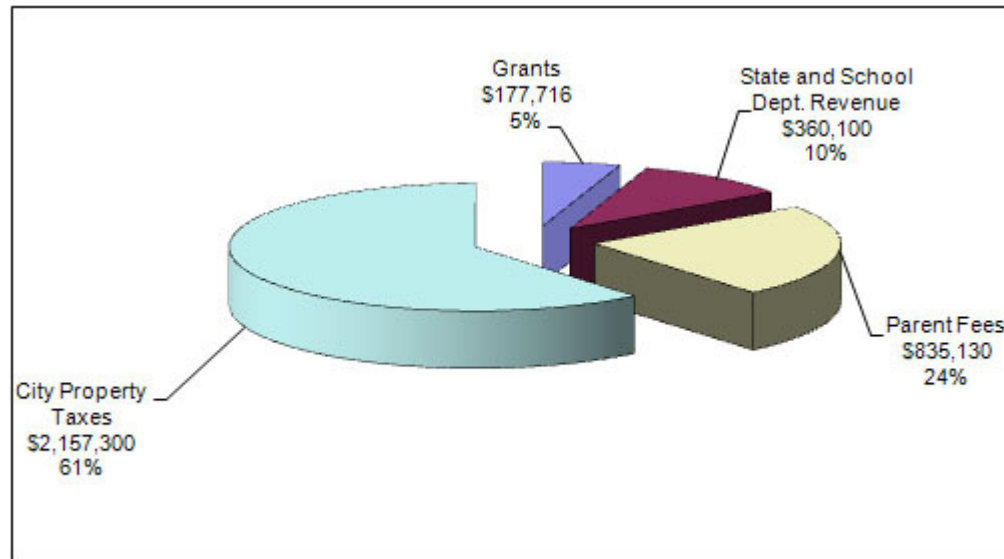
**Preschool Programs:** Preschool Programs are strategically located in elementary schools throughout the City: Kennedy-Longfellow (East Cambridge), M. L. King Jr., King Open, Peabody and Extension High School on Upton Street ([Morse@Upton](mailto:Morse@Upton).) Programs in these schools offer families 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. All of the Preschool programs have been successfully re-accredited under the new and more stringent standards of the National Association for the Education of Young Children, the nation's leading organization of early childhood professionals. Preschools offer developmentally appropriate practices focused on seven domains: personal and social development, language and literacy skills, mathematical thinking, scientific thinking, social studies, the arts and physical development. Children are currently assessed in these areas 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., 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 1994 as an initiative of the Kids' Council and became part of this division in 1999. The Center provides families who have children birth to age 6 with strengths-based

parent education and support; activities that promote both parent-child bonding and learning; information and referrals to beneficial services; and networking opportunities for families. While the Center's main office is sited in the Community Wing of the Peabody School, programming is provided city-wide in various housing developments, Youth Centers and neighborhood-based agencies. Part-time outreach workers promote the Center's services to English Language Learners 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 Family Network and Children's Trust Fund Family Center) as well as by the Department and Kids' Council. The Center for Families is a major partner in the City's Baby U pilot parenting program.

**FUNDING SOURCES/CHILDCARE:**



This figure includes funds anticipated to be received in FY12, but not yet appropriated.

**FY12 GOALS**

- *GOAL 1: Continue to offer high quality licensed and accredited pre-school education to a diverse population.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of pre-school slots	117	117	117	117
2. Number of teachers remaining for more than two years	80%	77%	77%	73%
3. Number of classrooms achieving and maintaining accreditation under new rigorous NAEYC standards	7	7	7	7
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	42%	40%	45%	44%
6. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment	15	13	13	13

- *GOAL 2: Provide Pre-School parents with parenting education and support in order to assist them in raising children who thrive and succeed.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of classrooms offering at least three parent meetings or education workshops	7	7	7	7
2. Number of classrooms having a home-school reading program	7	7	7	7
3. Number of children referred for special education screening	10	10	10	11

■ *GOAL 2: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
4. Number of classrooms engaged with behavior support specialists to foster an environment that supports all children's healthy development	n/a	n/a	5	5

■ *GOAL 3: Continue to offer high quality licensed afterschool programming to a diverse population.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of afterschool slots	170	170	170	170
2. Number of teachers remaining for more than two years	55%	50%	62%	62%
3. Percentage of children receiving some subsidy or scholarship	56%	51%	60%	57%
4. Percentage of families responding to surveys regarding program quality and improvements	79%	90%	90%	90%
5. Percentage of families reporting afterschool program provides activities that support their child's learning in school	85%	87%	87%	88%
6. Percentage of families reporting that their child is learning how to get along with others while in the afterschool program	96%	95%	96%	97%

- **GOAL 4:** *Continue to support connections between school-day and afterschool staff so that children are better known and supported by both staff groups.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement	25	15	20	24
2. Number of children for whom a connection is made between school-day and afterschool staff	91	85	90	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of families participating in parent education workshops or support groups	279	185	185	170
2. Number of families participating in playgroups and other intergenerational learning activities	736	500	630	550
3. Number of referrals families receive for information and services	368	350	320	350
4. Number of families participating in Center for Families programming	994	800	800	750

- **GOAL 6:** *Enhance families' ability to access programming, especially for those families most in need of support.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of hours of on-site childcare provided for parent groups and classes	350	175	120	150

■ GOAL 6: (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Number of hours of outreach programming held in housing complexes or other community locations	174	160	160	165
3. Number of families served who live in subsidized housing	276	150	280	280
4. Number of hours of family support programming made accessible to English Language Learners through translation or multilingual staff	244	180	150	145
5. Number of languages in which services are available	6	6	6	6

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>		<b>BUDGET FY12</b>
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**HUMAN SERVICES  
-Golf Course**

\$256,640  
\$318,605  
\$575,245

\$258,590  
\$332,390  
\$590,980

**OPERATIONS  
MAINTENANCE**

\$288,700  
\$347,475  
\$636,175

**PURPOSE & OVERVIEW:** The Thomas P. O'Neill, Jr. Fresh Pond Municipal Golf Course is in operation from early April to early December and is fully supported by

daily fees, membership dues and league fees. The membership program at the Golf Course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. In addition, the Golf Course management staff has instituted a very successful free, weekly junior golf lesson program. As a result of a generous private donation, the Golf Course hosts youth golf camps, giving more Cambridge children 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.

**FY12 GOALS**

- **GOAL 1:** *Continue to provide reasonable and affordable access to the Golf Course through different membership and non-membership options.*

	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Total number of rounds annually	40,266	41,036	40,943	40,500

- **GOAL 2:** *Continue to provide access for youth at the Golf Course.*

	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
<b>PERFORMANCE MEASURES</b>				
1. Number of youth members	42	44	35	40
2. Number of youth participating in free weekly clinics	46	52	45	48



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN SERVICES  
-Community Learning Center**

\$100,510	\$104,465
<u>\$788,990</u>	<u>\$795,935</u>
\$889,500	\$900,400

**LEADERSHIP  
OPERATIONS**

**\$104,690**  
**\$794,270**  
**\$898,960**

**PURPOSE & OVERVIEW:** The Community Learning Center (CLC), located at 19 Brookline Street, provides adult basic education classes to approximately 1,000

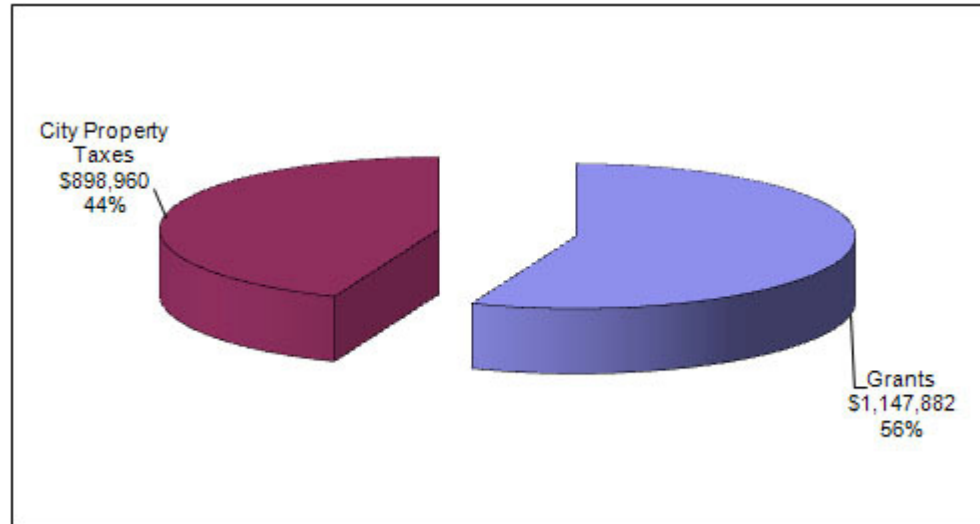
adults each year. In addition to the main site, classes are offered at several locations around the City including public housing developments, public schools, and worksites. The services of the CLC support the City Council goals of strengthening and supporting public education, valuing diversity and 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 classes or earn an Adult Diploma. The CLC also provides citizenship preparation and family literacy classes. In addition, students can learn basic computer operations and benefit from computer-assisted instruction on literacy, mathematics and language skills.

All CLC students receive educational counseling to help place them in an appropriate class, overcome barriers to attendance, and follow up on their progress 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.

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.

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.

**FUNDING SOURCES/COMMUNITY LEARNING CENTER**



This figure includes funds anticipated to be received in FY12, but not yet appropriated.

**FY12 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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. School year classes	71	67	83	70
2. School year instructional hours	8,763	8,500	9,710	9,200
3. School year student slots	632	600	691	661
4. Summer classes	25	25	25	25
5. Family literacy classes	2	2	2	2
6. Citizenship classes	2	2	2	1
7. Students served	912	970	1,020	980
8. Computer operations classes	8	24	23	20
9. Classes using computer lab regularly	31	26	27	24
10. Cost per student	\$2,302	\$2,060	\$2,100	\$2,150

- *GOAL 2: Continue to improve the quality of instruction.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of in-house staff development sessions	40	31	31	30
2. Number of class curricula written or revised	9	3	4	4
3. Number of evaluation instruments administered and used to enhance program design	11	10	10	10

- *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by expanding in-house student workshops and increasing follow-up calls to former students.*

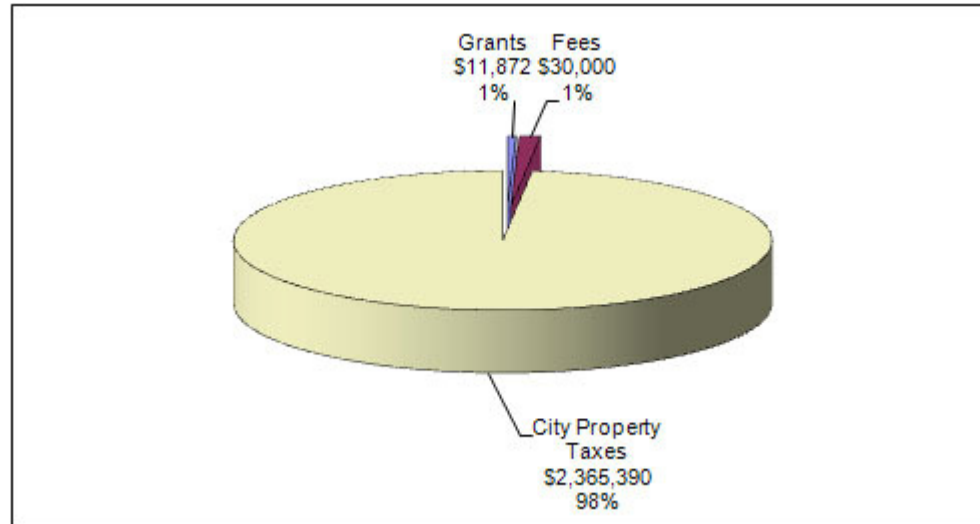
<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of high school graduates	10	18	13	15
2. Number of advanced ESOL graduates	29	25	25	25
3. Number of new citizens	25	20	15	15
4. Number of students advancing to education and training program	59	58	50	55
5. Number of workshops for students on careers, further education, study skills, health education and support services	57	35	35	32
6. Number of follow-up contacts with former students	143	140	120	135
7. Number of collaborative projects with agencies or groups to improve quality of and access to services	11	8	11	9
8. Number of workshops led by CLC students	33	30	30	25

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN SERVICES  
-Youth Programs**

<p><u>\$2,291,260</u> \$2,291,260</p>	<p><u>\$2,276,265</u> \$2,276,265</p>	<p><b>YOUTH PROGRAMS</b></p> <p>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.</p> <p>A diverse, multitalented staff provides direct service, enrichment opportunities and mentorship for young people. Conveniently located in five neighborhoods, the five fully-equipped 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.</p> <p>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 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, the Division operates two Middle School Partnership (MSP) programs in conjunction with the Peabody and King Open Schools. The MSP is a specialized afterschool program for 6<sup>th</sup>-8<sup>th</sup> graders at the Gately Youth Center and for 7<sup>th</sup> and 8<sup>th</sup> graders at the Frisoli Youth Center. All five Centers offer a variety of teen programming.</p> <p>This summer, the Youth Programs will operate four programs for preteens, a Sports Leadership Academy, a girls-only program, a Middle School-only program and YELLS-Youth Engaged in Life-Long Sports. We will partner with the Recreation Division to offer pre-teen and teen basketball leagues for girls and boys.</p> <p>During FY12, the Division will build on the quality programming in our afterschool programs through ongoing collaborations with the Agenda for Children and Family Engagement Initiatives as well as partnering with other organizations to deliver high quality programming and staff training. 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 the Terrascope Youth Radio Program in collaboration with MIT and funded by the National Science Foundation, and technology internships. The Youth Program will also offer several work-based learning programs for teens during the school year and summer, including <i>Leaders in Action</i>, a leadership development program, <i>Neighborhood Service Project</i>, a community-service learning program for younger teens, and <i>City Peace</i>, a violence prevention project.</p>	<p><u>\$2,395,390</u> \$2,395,390</p> <p><b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Youth Programs offer diverse, high quality programs that promote</p>
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**FUNDING SOURCES/YOUTH PROGRAMS**



This figure includes funds anticipated to be received in FY12, but not yet appropriated.

**FY12 GOALS**

- *GOAL 1: Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 PROPOSED
1. Number of pre-teens enrolled in after school programs	347	300	350	350
2. Number of middle school students (grades 6-8) enrolled in after school programs	160	215	205	215
3. Number of pre-teens enrolled in summer programs	342	345	320	340
4. Number of middle school students (grades 6-8) enrolled in summer programs	125	175	166	175

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
5. Families responding to surveys regarding program quality and improvements	26%	65%	65%	65%
6. Families reporting overall satisfaction with program	100%	95%	96%	96%
7. Families reporting staff know their child's personality, strengths, interests and needs	92%	88%	92%	92%
8. Staff trained in working with children with special needs in inclusive environment	60	45	43	45

■ *GOAL 2: Provide quality programming for teens ages 14-19.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Teens involved in summer programming	385	415	330	350
2. Specialized courses offered to teens	52	45	46	50
3. Age-specific trainings provided to staff	19	20	29	25
4. Teens enrolled in school year programming	556	575	575	575
5. Number of intensive work-based programs offered to teens	9	9	14	11

■ *GOAL 3: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Programmatic partnerships and collaborations	58	55	75	75

■ GOAL 3: (continued)

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
2. Parents and community volunteers participating in program activities	83	90	80	90
3. Community events sponsored by or supported by Youth Programs	56	40	45	45
4. Community or school based committees in which staff participate	26	25	25	25

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**COMMISSION ON THE STATUS OF  
WOMEN**

<p style="text-align: center;"><u>\$204,120</u> \$204,120</p>	<p style="text-align: center;"><u>\$211,635</u> \$211,635</p>
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<p style="text-align: center;"><b>COMMISSION ON THE STATUS OF WOMEN</b></p> <p>promote equality and justice for all women and girls and advocates on their behalf with other City departments and officials, local organizations and state government to increase their opportunities through program development, policy recommendations and public education in key issue areas identified by the Commission as significantly affecting women and girls.</p> <p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Co-sponsored <i>Promptacular II</i>, a popular workshop for 50 CRLS teen girls that specifically addresses positive self image and self regard as they prepare for prom; girls develop skills for making good decisions and safe choices as they talk candidly about expectations of prom.</li> <li>• 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. Served on the Launch Committee that organized a community breakfast for the new team, to help make connections with the community. Fulfilled the grant’s training component and planned A Call to Men training series for CAB police officers, the Men’s Health League and teen boys, to raise awareness of men’s role in addressing violence against women.</li> <li>• Directed the Immigrant Women’s Roundtable, strategizing and improving mechanisms to reach and serve marginalized communities of women in the city. Analyzed data from the more than 200 surveys collected from the first-of-its kind and highly successful outreach effort to immigrant women that will be used in a citywide report.</li> <li>• Along with the Media Arts Studio, developed <i>Reel Talk</i>, a technical project for CRLS teen girls to create peer-to-peer messaging on the topic of healthy relationships and dating expectations.</li> <li>• As a member of the Community Engagement Team, co-sponsored community forums on topics such as <i>Engaging Fathers in Family Programming</i> and <i>Domestic Violence in the Haitian, South Asian and Ethiopian Communities</i>.</li> <li>• Collaborated with Massachusetts National Organization of Women in developing ENGAGE, an eight week program for preteen and young teen girls in Cambridge youth centers. Topics include body image, bullying, healthy relationships, sports, community service and politics.</li> </ul>	<p style="text-align: center;"><u>\$217,720</u> \$217,720</p>
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**PURPOSE & OVERVIEW:** Established in 1977 as a City department, the Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to



- Promoted community-wide awareness of domestic violence throughout the month of October, focusing mainly on teens.
- As part of the Cambridge Women's Heritage Project, planned the Cambridge-area celebration of International Women's Day with a film screening and discussion with the award winning filmmaker who created two seminal women's films while living in Cambridge in the 1970's.
- Developed and distributed *You Find Your Strength II, A guide for women and their families who are homeless* in Cambridge and Somerville. Designed to offer resources and tips for women experiencing homelessness, the guide is a starting point to learn about the services available to them.
- Led the Alliance for Girls' Services (AGS), a coalition of City departments and local organizations serving Cambridge young women and girls to enhance collaborations among service providers. Sponsored training and networking events, provided city youth workers and others with vital instruction on the role gender sensitivity plays in providing exceptional programming, care and inspiration to Cambridge's young people.
- Participated in the Massachusetts Caucus of Women Legislators, which serves as a liaison between advocates and women legislators and assists in the research and promotion of legislation affecting women.
- Participated in the Bullying Prevention Working Group to review and make recommendations to the School Department's anti-bullying plan as well as build a collaborative approach to address bullying issues impacting our school children.
- Continued *Memory Lane: Women's History Walks*, a series of self-guided walking routes that explore different Cambridge neighborhoods. Designed with the City's many efforts to promote health and wellness among its citizens in mind, the walks incorporate discovering the rich history of women's lives in Cambridge.
- 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. Held on the steps of City Hall in October, more than 100 community members attended.
- Served on the Massachusetts Paid Sick Leave Coalition, a bipartisan group that works with legislators to help make Massachusetts the first state to require employers to provide paid sick leave for workers.
- 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 *Unequal Treatment under the Law: Women in the Criminal Justice System*.
- Served on the City of Cambridge Employees' Diversity Committee, a group providing rich and engaging programs intended to increase employee appreciation and knowledge of the cultural, racial, religious and ethnic diversity of their colleagues.
- In collaboration with Boston's chapter of the National Organization of Women, co-sponsored Feminism

and Dessert, a monthly forum to address issues impacting women’s daily lives.

- Chaired monthly meetings of the Domestic Violence Task Force, a collection of representatives from City departments and local organizations, designed to create alliances and expand information sharing among members in order to improve and increase domestic violence intervention, prevention and service programs.

**FY12 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 monthly and includes community-based organizations and representatives from various City agencies and departments.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of DVTF meetings chaired	10	10	10	10
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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	200	200	200	200
2. Number of partnerships with other City departments and community agencies to deliver relevant programming to young women and girls	9	10	10	10
3. Number of girls participating in the ENGAGE (Empowering the Next Generation About Gender Equality) enrichment program	n/a	n/a	n/a	20

- *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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of Immigrant Women's Roundtable meetings chaired	n/a	6	4	4
2. Number of meetings held, groups conducted and activities sponsored for homeless women and immigrant women	n/a	9	12	12

- **GOAL 4:** *Advance the data in A Report on The Status of Women and Girls in Cambridge to improve policy, programming and funding options for City departments and community stakeholders.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Convene meetings to coordinate updated Report on the Status of Women and Girls in Cambridge	n/a	3	3	3

- *GOAL 5: Serve as a centralized portal for resources addressing issues relevant to women including financial literacy, women's history, health, safety and community events.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Develop and facilitate forums addressing a variety of timely topics	5	10	10	10

- *GOAL 6: Engage and promote efforts to respond to domestic violence through innovative, community-based approaches.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of CIOC and related initiatives	n/a	3	3	3
2. Number of high school aged girls recruited for Promtacular	n/a	n/a	50	50

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$207,760</b>
Real Estate Taxes	\$207,760	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$9,960</b>
State Cherry Sheet Revenue	\$9,960	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$217,720</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$207,160</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$9,535</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,025</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$217,720</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	2	2	2

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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**HUMAN RIGHTS COMMISSION**

<u>\$154,635</u> \$154,635	<u>\$187,325</u> \$187,325
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<p><b>HUMAN RIGHTS COMMISSION</b></p> <p><b>\$222,615</b> <b>\$222,615</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents and visitors of 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.</p> <p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>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 with 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.</li> <li>Continued outreach efforts that include a user-friendly Website and brochures available in multiple languages. The Website explains the Commission’s enforcement mandate and explains how a person can file a complaint with the Commission.</li> <li>Developed a presentation on discrimination issues for English language learners for implementation in classes at the Community Learning Center.</li> <li>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.</li> <li>Continued offering mediation as a component of the Commission’s enforcement mission.</li> <li>Coordinated workshop presentations on topics including immigrant rights and workers rights with Cambridge organizations representing different immigrant populations.</li> <li>Collaborated with Cambridge Rindge and Latin School students on their efforts to add a Muslim holiday to the school calendar.</li> <li>Convened an anti-bullying working group, bringing together members of various City agencies for collaboration and discussion of community responses to bullying.</li> </ul>
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**PURPOSE & OVERVIEW:** The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents and visitors of 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.

**FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- 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 with 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.
- Continued outreach efforts that include a user-friendly Website and brochures available in multiple languages. The Website explains the Commission’s enforcement mandate and explains how a person can file a complaint with the Commission.
- Developed a presentation on discrimination issues for English language learners for implementation in classes at the Community Learning Center.
- 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.
- Coordinated workshop presentations on topics including immigrant rights and workers rights with Cambridge organizations representing different immigrant populations.
- Collaborated with Cambridge Rindge and Latin School students on their efforts to add a Muslim holiday to the school calendar.
- Convened an anti-bullying working group, bringing together members of various City agencies for collaboration and discussion of community responses to bullying.

**FY12 GOALS:**

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of general public inquiries	471	450	475	475
2. Number of inquiries regarding Cambridge Human Rights matters	379	350	350	350
3. Number of inquiries referred by CHRC to other agencies	51	45	50	50
4. Number of community training sessions	4	15	15	12

- *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Complaints filed after staff intake meeting	20	20	20	20
2. Number of complaint intakes from other agency referrals, including HUD and MCAD	5	6	6	6
3. Complaints from all sources under investigation	30	30	30	30

- *GOAL 3: Perform mediation as a means to resolve complaints.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of cases in which parties chose to utilize CHRC mediation services	4	4	4	5

- **GOAL 4:** *Resolve discrimination cases following investigation.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of causal determinations after investigation (probable cause or lack of probable cause)	17	14	12	12
2. Number of non-causal closures (settlements or administrative closures)	6	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of cases accepted for dual-filing by HUD* *Modified from number of cases paid by HUD to more accurately track cases filed.	13	13	13	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.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Joint projects and trainings (Fair Housing Month activities, etc.)	26	15	15	15

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$222,615</b>
Real Estate Taxes	\$222,615	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$222,615</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$217,860</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$4,055</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$700</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$222,615</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>2</b>	<b>2</b>	<b>2</b>



ACTUAL FY10	PROJECTED FY11		BUDGET FY12	VETERANS' SERVICES/BENEFITS
\$338,120 <u>\$598,025</u> \$936,145	\$354,600 <u>\$677,000</u> \$1,031,600	<b>ADMINISTRATION BENEFITS</b>	\$356,660 <u>\$677,000</u> \$1,033,660	<p><b>PURPOSE &amp; OVERVIEW:</b> 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 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 FY11, Cambridge veterans and/or their dependents will receive \$3.9 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 9,100 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.</p> <p><b>SIGNIFICANT BUDGET MODIFICATIONS:</b> An increase of \$50,000 for veterans' benefits, based on FY11 projected costs, is included in the FY12 Veterans' Budget. The veterans' benefits budget is \$677,000, including the \$50,000 increase over the original FY11 Budget. It is anticipated that the state will reimburse the City for a portion of these cost increases.</p> <p><b>FY11 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Successfully managed a projected 17% increase in the number of active clients served since July 2010.</li> <li>• 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.</li> </ul>

- 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 has significantly increased our outreach capabilities.
- Worked closely with the Assessing Department to reach veterans who may be eligible for FY11 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 FY11, sponsored a citywide informational seminar for seniors and the homeless, regarding veterans' benefits and services. In addition, the department held a first ever informational veterans' benefits seminar for veteran employees of Draper Lab.
- 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.
- Identified and assisted in delivering 15 Thanksgiving turkey dinners to needy clients, which were donated by Firefighter Galvin Murphy and his wife Barbara. This was a first time ever initiative.
- Facilitated the nomination and subsequent award of the Commonwealth's Woman Veteran of the Year award to North Cambridge resident Captain Mary Jo Majors, United States Navy Reserve.
- Projected to assist 21 veterans/dependants in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients. As of January 2011, 6 cases have been awarded favorably, and 15 cases are pending.

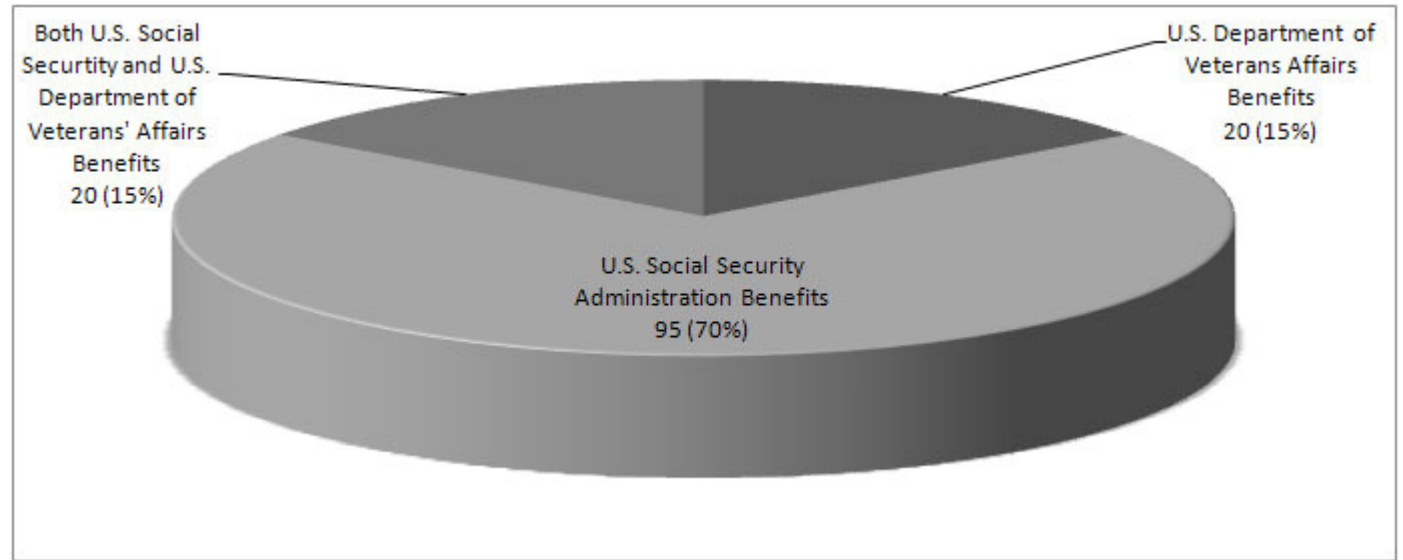
**Table 1: FY10 Veterans, Spouses and Dependants Receiving City Subsidies**

The Veteran's Services Department has the primary responsibility to assist veterans, their spouses and dependants in applying for federal benefits and also provide them with a City/State subsidy when eligible.

<b>Veterans, Spouses and Dependants Received City Subsidy</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>
Veteran (non homeless)	52	77	82	95
Veteran (homeless)	7	4	9	11
Spouses and dependants	36	38	46	54
<b>Total served</b>	<b>95</b>	<b>119</b>	<b>137</b>	<b>160</b>
<b>Total active cases of total served (as of 6/30)</b>	<b>71</b>	<b>97</b>	<b>117</b>	<b>130</b>

**Figure 1: FY10 Clients Receiving a City Subsidy and Federal Assistance**

Between July 1, 2009 and June 30, 2010 there were 135 clients, Veterans, Spouses and Dependents who received both a City Subsidy and Federal Assistance from either the U.S. Department of Veterans Affairs (VA) or the U.S. Social Security Administration. In addition, the Veterans' office reviews all new federal benefits programs to ensure that all eligible clients apply for any benefits to which they are entitled.



**FY12 GOALS:**

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY10 ACTUAL	FY11 BUDGET	FY11 PROJECTED	FY12 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%

■ *GOAL 1: (continued)*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
3. Ensure state returns for reimbursement are forwarded to the state within 30 days following the payment month	100%	100%	100%	100%

■ *GOAL 2: Increase public awareness of veterans' benefits, services and events by issuing informational announcements on City TV- 8.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of informational announcements televised on municipal cable TV	6	6	6	6

■ *GOAL 3: Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

■ *GOAL 4: Produce timely updates to the Veterans' Department Webpage.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of veterans benefits updates	12	12	12	12
2. Number of informational/current event updates	13	12	12	12

- *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	11	8	8	8

- *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

<b>PERFORMANCE MEASURES</b>	<b>FY10 ACTUAL</b>	<b>FY11 BUDGET</b>	<b>FY11 PROJECTED</b>	<b>FY12 PROPOSED</b>
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	4	4	4	4

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$525,575</b>
Real Estate Taxes	\$525,575	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$508,085</b>
Veterans' Reimbursement	\$900	
Cherry Sheet-Veteran Benefits	\$507,185	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$1,033,660</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$300,260</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$54,900</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$678,500</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$1,033,660</b>

<b>FULL TIME BUDGETED EMPLOYEES</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>3</b>	<b>3</b>	<b>3</b>

# SUMMARY: EDUCATION

<b>FY10 ACTUAL</b>	<b>FY11 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
<u>\$133,250,475</u>	<u>\$136,027,325</u>	Education	<u>\$140,719,260</u>
\$133,250,475	\$136,027,325		\$140,719,260

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
Taxes	\$117,231,845
Fines & Forfeits	\$100,000
Intergovernmental Revenue	\$22,504,945
Miscellaneous Revenue	<u>\$882,470</u>
	\$140,719,260

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$133,250,475  
\$133,250,475

\$136,027,325  
\$136,027,325

**EDUCATION**

\$140,719,260  
\$140,719,260

The Cambridge Public School District consists of 12 elementary schools and one high school, which serve 6,202 students in grades kindergarten through 12. The School Committee adopted an FY12 budget of \$140,719,260, which represents an increase of \$3,226,985, or 2.3% over the FY11 approved budget of \$137,492,275. The budget is within the financial guidelines established by the City Manager. Please see the Cambridge Public Schools (CPS) Web page [www.cpsd.us](http://www.cpsd.us) for detailed information on the FY12 budget. The following is an extract from the adopted budget regarding the guiding principles applied during the development of the budget.

The District was fortunate this year to be able to craft a budget with no significant reductions in programs or services. This is due to several factors, including no cost of living increases for employees, the partial restoration of the State’s Circuit Breaker Program, and reductions made last year, which resulted in a leaner organization. This budget continues to support the School Committee’s policy-level guidelines. In FY11, the School Committee adopted a budget that included several initiatives intended to strengthen our educational program. Many of these initiatives were designed as multi-year improvements and require continued support in the FY12 budget for the district to realize the full impact of its investment. In other cases, funding will be re-allocated to support the district’s focus on improving the JK-8th Grade Education Program. No matter what fiscal year we are in, or what broader changes we might consider, we acknowledge that the most important interactions that take place in this school district are the ones that occur daily in classrooms between teachers and students. This budget supports that ideal.

The School Committee's overarching goal is to maximize student achievement for every student. The following guidelines were used in developing budget allocation proposals in support of that objective:

*Student Achievement:* We propose to continue to support program improvements that advance our most important goal. In the current year, our system of instructional coaches was restructured to increase school-based, direct services by adding additional coaches in order to staff each of our twelve elementary schools with a full-time math coach and a full-time literacy coach. In addition to this increased level of support from our instructional coaches, our teachers received professional development in their own subject areas, training in differentiated instruction, training in using assessment to improve their instruction, support in implementing new practices as well as co-planning opportunities to better meet the needs of all of their students. The principals in our schools have benefited from the increased support of the instructional coaches through the development of stronger Instructional Leadership Teams, more focused school improvement planning processes and increased school-based professional development. During the current year, our middle grades teachers received high quality professional development in differentiated instruction, equipping them with the tools they need to meet the needs of the variety of learners they see every day. The Aspiring Leaders Program, started in the Math



Department last year, is now a professional development opportunity provided to teachers in the Math, English Language Arts (ELA), Science and Social Studies departments. The Aspiring Leaders Program is a unique professional opportunity that encourages teachers to open up their classrooms to others in their schools for the purpose of building school-based collaborative learning communities and maximizing best teaching practices.

*Special Education:* With the goal of strengthening Cambridge's special education programs, the District engaged an outside firm to evaluate the effectiveness of our program in meeting the needs of students with disabilities. This review was conducted through the Spring and Fall of 2010. We received the recommendations from the outside review in late March 2011. During the remainder of this fiscal year, the Special Education Department will review the recommendations and draft a work plan for implementing the recommendations. Three additional substantially separate classrooms for students with Autism Spectrum Disorder and Developmental Delay are proposed.

*Long Range Planning:* During much of the fall, the School Committee, the Superintendent and the Cabinet engaged in extensive work on three task forces: Facilities, JK-8<sup>th</sup> Grade Education Program, and Controlled Choice. The work of these task forces was integral to shaping the recommendations put forth in the Innovation Agenda for the redesign of the middle grades program. The ultimate decision concerning the middle grades program will direct our planning work in the upcoming year. The FY12 Proposed Budget includes funding for a Project Manager of Implementation, who will be hired if the School Committee decides to make significant changes to the middle grades structure. In addition, funds added to the FY11 budget for middle grades planning and differentiated instruction professional development for middle grades teachers (approximately \$100K) will be re-allocated to planning activities required to implement the Innovation Agenda.

*Elementary and Secondary Education:* The district began implementation of a pilot Response to Intervention program (RTI). Three elementary schools, Baldwin, Cambridgeport and Kennedy-Longfellow, are participating in the first phase of implementation. RTI is a three-tiered system of instruction, assessment and intervention which serves to maximize student achievement, develop strong school climate systems and ultimately reduce the number of students referred to special education. As part of the RTI initiative, the ELA and Math Departments are exploring supplemental instructional interventions for students in grades K-5. Continued funding for RTI is included in the FY12 Proposed Budget. In the area of math, in response to the need to challenge all students, the Math Department is piloting the use of supplemental lessons for students who show readiness for algebra by using the Center for Mathematics Education (CME) lessons and textbook. We will review the effectiveness of this model in preparing students to engage in high level math courses at CRLS through the Math Curriculum Review Cycle. The Math Department continues to work with our special educators to increase collaboration between general and special education teachers for the purpose of improving math instruction for our most challenged students. The Focus on Mathematics program continues at the high school. This is a unique opportunity for high school teachers to strengthen their math knowledge by working with professors from Boston University, Education Development Center, Lesley University, and University of Massachusetts.

*School Climate/Healthy Children:* An increase in funding for Athletic Trainers will increase the medical

coverage at athletic events and allow the implementation of the IMPACT software program for concussions. Additional student mediators at CRLS will be trained. The district is working to complete the CPS Bullying Prevention and Intervention Plan and continuing professional development for teachers in Developmental Design and Responsive classroom.

*Program Evaluation:* We are committed to creating a curriculum development cycle that will enable ongoing comprehensive reviews of curriculum and academic programs. In FY11, mathematics was chosen as the first major curriculum area to be reviewed. In the first phase of review, a Steering Committee, composed of local experts, coordinators, teachers, principals, coaches, students and deans, and an Advisory Committee, composed of parents, community and university partners, has been convened and has begun to engage in Phase I of the five phase process. The ultimate goal of the review is to improve teaching and learning outcomes for all of our students. Phase II of the cycle for Math will commence in FY12. In addition, the District will identify the next major curriculum area for review.

*Information Management and Operations:* A comprehensive assessment of the organizational needs for Library Media, Educational Technology, Management Information Systems (MIS) and Media Arts was conducted in December 2010 and January 2011. With the support of the Center for Educational Leadership and Technology (CELT), we plan to redesign and streamline the library, media and technology services to better meet the 21<sup>st</sup> century needs of students and staff. The goal of the redesign is not only to allow for better communication between and among these individual departments but also promote a unified vision for the central role that technology will play in the Cambridge Public Schools. We will continue the roll-out and implementation of the Youth and Resource Development System (YARDS), which will enable the District to use longitudinal data to follow students' progress. The system will also enable our community to communicate efficiently about students during and beyond the school day and year.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$117,231,845</b>
Real Estate Taxes	\$116,295,845	
Hotel/Motel Excise Tax	\$936,000	
<b>FINES &amp; FORFEITS</b>		<b>\$100,000</b>
Parking Fines	\$100,000	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$22,504,945</b>
State Cherry Sheet Revenue	\$12,932,330	
Cherry Sheet-School Aid	\$8,643,120	
Cherry Sheet-Lunch Programs	\$29,495	
Medicaid Reimbursement School	\$900,000	
<b>MISCELLANEOUS REVENUE</b>		<b>\$882,470</b>
Reimburse-School Homeless Bus	\$250,000	
School Debt Stabilization Fund Transfer	\$632,470	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$140,719,260</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$112,859,135</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$25,424,680</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$1,202,235</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$1,233,210</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$140,719,260</b>

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: INTERGOVERNMENTAL

<b>FY10 ACTUAL</b>	<b>FY11 PROJECTED</b>	<b>PROGRAM EXPENDITURES</b>	<b>FY12 BUDGET</b>
\$21,019,360	\$21,622,820	Mass. Water Resources Authority	\$21,699,800
\$15,428,120	\$19,503,540	Cherry Sheet	\$18,285,305
<u>\$6,000,000</u>	<u>\$6,000,000</u>	Cambridge Health Alliance	<u>\$6,000,000</u>
\$42,447,480	\$47,126,360		\$45,985,105

<b>FINANCING PLAN</b>	<b>FY12 BUDGET</b>
Taxes	\$22,580,495
Charges For Services	\$22,205,180
Intergovernmental Revenue	<u>\$1,199,430</u>
	\$45,985,105

**MASS. WATER RESOURCES  
AUTHORITY**

<b>ACTUAL FY10</b>	<b>PROJECTED FY11</b>	<b>BUDGET FY12</b>
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<u>\$21,019,360</u> \$21,019,360	<u>\$21,622,820</u> \$21,622,820
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**MASS. WATER RESOURCES  
AUTHORITY**

\$21,699,800  
 \$21,699,800

**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 FY12, the MWRA estimated charge of \$21,699,800 represents a 0.4% increase above the FY11 assessment of \$21,622,820, which is significantly lower than the 2.9% increase from FY10 to FY11. The FY12 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 56% of the total Sewer Budget.

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>CHARGES FOR SERVICES</b>		<b>\$21,699,800</b>
Sewer Service Charge	\$21,699,800	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$21,699,800</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>	
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>	
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$21,699,800</b>	
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>	
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>	
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>		<b>\$21,699,800</b>

ACTUAL FY10	PROJECTED FY11		BUDGET FY12
\$37,550	\$39,000	<b>AIR POLLUTION CONTROL</b>	<b>\$43,580</b>
\$30,020	\$31,770		<b>\$33,030</b>
\$8,305,710	\$8,618,085	<b>MAPC</b>	<b>\$8,743,630</b>
\$459,420	\$459,420	<b>MBTA</b>	<b>\$505,380</b>
<u>\$6,595,420</u>	<u>\$10,355,265</u>	<b>C.S. REGISTRY HOLD PROGRAM</b>	<u><b>\$8,959,685</b></u>
\$15,428,120	\$19,503,540	<b>EDUCATION</b>	<u><b>\$18,285,305</b></u>

**PURPOSE & OVERVIEW:** The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state director of accounts. The name is derived from the fact that years ago the document was printed on cherry colored paper. The figures shown here are based on

the preliminary state Cherry Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

**AIR POLLUTION CONTROL.** The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

**METROPOLITAN AREA PLANNING COUNCIL.** Assessments are made to municipalities to finance the Metropolitan Area Planning Council (MAPC), which serves 101 communities. 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 (\$8,877,855), 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 (\$76,830) 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).

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$16,580,495</b>
Real Estate Taxes	\$16,580,495	
<b>CHARGES FOR SERVICES</b>		<b>\$505,380</b>
Parking Fund Parking Usage	\$505,380	
<b>INTERGOVERNMENTAL REVENUE</b>		<b>\$1,199,430</b>
Cherry Sht-Chrt Sch Tuit Reim	\$1,199,430	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$18,285,305</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$18,285,305</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$18,285,305</b>



ACTUAL FY10	PROJECTED FY11		BUDGET FY12
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\$6,000,000  
\$6,000,000

\$6,000,000  
\$6,000,000

**CAMBRIDGE HEALTH ALLIANCE**

\$6,000,000  
\$6,000,000

**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, the Cambridge Public Health Department, and Network Health, a growing managed care plan. 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 1,360 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 and for 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 pressures 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 the continued partnership with state and federal governments to support this care. CHA recently received committed core federal funding through an amendment to the Medicaid Waiver. CHA is currently working in partnership with State Administration officials and the Congressional delegation in support of a pending Medicaid Waiver renewal 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. CHA has taken the first step in partnership by exploring a joint venture with Tufts Health Plan and Cambridge Health Alliance’s Network Health Plan. 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 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 recognition as advanced medical homes, and three additional sites, including Cambridge Family Health, were selected for a statewide medical home initiative.

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. 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. In 2010, the Department developed a food allergy policy, which was implemented by the Cambridge Public Schools; established a school absenteeism and communicable disease surveillance system in schools and universities; helped launch Baby University, a citywide collaborative focused on parenting; participated on a federal planning committee to develop large-scale regional emergency preparedness exercises; and implemented the Cambridge Biosafety Regulation. The Department continued to play a major role in several City initiatives, including the Agenda for Children, the Men of Color Health Initiative and the Domestic Violence Free Zone Initiative. In 2010, Cambridge received national recognition for programs associated with these three initiatives.

Also in 2010, the Department and its partners began exploring how physical, environmental, social, cultural, and economic factors can affect residents' current and future health. In recent years, staff have begun to use more sophisticated tools and processes – GIS and spatial mapping; disease surveillance systems; social marketing strategies, including surveys and focus groups of target audiences; and formal program evaluations – to improve programs and inform policy-making. Key achievements included successfully completing a three-year federal grant to address chronic disease disparities among men of color; expanding emergency preparedness efforts to include the business community and vulnerable populations; establishing the role of Health Care Liaison to the Cambridge Public Schools' Office of Special Education; and establishing a citywide Food and Fitness Policy Council to improve access to healthy foods and physical activity opportunities for all residents.

**Table 1: FY11 Budget Activity**

The table below provides a snapshot of the Cambridge Public Health Department FY11 budget. The FY12 budget is currently under development and is anticipated to be on par with current levels.

DESCRIPTION - DEPARTMENTAL EXPENSES	FY'11 Non Grant <u>Budget</u>	FY'11 Grant <u>Budget</u>	Total FY'11 <u>Budget</u>
<b>CAMBRIDGE PUBLIC HEALTH DEPARTMENT (CPHD)</b>			
Staffing / Personnel	\$5,029,475	\$670,095	\$5,699,570
Supplies	\$86,000	\$176,724	\$262,724
Services	\$241,173	\$413,583	\$654,756
Travel / Training	<u>\$24,715</u>	<u>\$14,600</u>	<u>\$39,315</u>
Total Departmental Expense (1)	\$5,381,363	\$1,275,002	\$6,656,365
<b>CHA PUBLIC &amp; COMMUNITY HEALTH SERVICES</b>			
Cambridge Teen Health Center	\$270,786		\$270,786
Healthcare for the Homeless	\$339,760	\$113,798	\$453,558
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	\$80,511		\$80,511
Administrative Services (IT, Human Resources, Finance & Admin) (3)	<u>\$688,491</u>	<u>\$156,101</u>	<u>\$844,592</u>
	\$1,512,881	\$269,899	\$1,782,780
<b>TOTAL BUDGET-SOURCES (4)</b>	<b>\$6,894,244</b>	<b>\$1,544,901</b>	<b>\$8,439,145</b>
Notes:			
(1) Does not include Depreciation Expense			
(2) Provided for pediatric, adult medicine, and occupational health consultations.			
(3) Calculated at 11.24% of operational costs for CHA public and community health services plus health departm			
(4) Includes CPHD total grant activity expense.			

CHA's Network Health managed care plan is one of the five statewide health plans participating in Medicaid and the subsidized insurance program, Commonwealth Care. Network Health plays a growing role with over 45,000 members in its Commonwealth Care and nearly 130,000 members in its MassHealth products.

This year included many accomplishments for both CHA and the Cambridge Public Health Department.

**Cambridge Health Alliance:**

- Continued exceptional performance at or above state and national benchmarks in publicly reported quality core measures for Congestive Heart Failure, Pneumonia, Acute Myocardial Infarction (Heart Attack) and Surgical Care Infection Prevention.
- 4<sup>th</sup> year in a row to receive honors from the Harvard Pilgrim Health Care Honor Roll for Pediatrics.
- CHA's Haitian Mental Health Team received the 2010 Kenneth B. Schwartz Center's Compassionate Caregiver Award. This team has been serving and supporting the community for 25 years.
- CHA recognized by the American Hospital Association's Institute for Diversity as "Best in Class" in *Delivering Culturally and Linguistically Competent Patient Care*.
- Continued implementation of a fully integrated electronic medical record. In 2010, CHA launched the *MyChart* patient portal for all primary care and specialty care patients, providing secure electronic access to their medical record and a means of electronic communication with their provider.
- Network Health received the highest level of accreditation from the National Committee for Quality Assurance, based on rigorous quality, customer service and consumer protection measures.

**Cambridge Public Health Department:**

- Administered over 3,400 doses of Combined H1N1/Seasonal Flu vaccine at citywide flu clinics and Cambridge venues.
- Expanded the school absenteeism and influenza-like illness surveillance system to include other communicable diseases and emerging health issues. Implemented this system in Cambridge schools and universities.
- Continued the Body Mass Index Health Disparities project: a partnership of the Cambridge Public Health Department, Cambridge Public Schools, Margaret Fuller Neighborhood House and the Institute for Community Health.
- Chief Public Health Officer Claude-Alix Jacob was elected to the Board of Directors of the National Association of County and City Health Officials.
- Cut It Out Cambridge, a domestic violence prevention initiative, earned a "Bright Idea" designation from Harvard University's Kennedy School of Government.

**Table 2: Budget Activity**

The table below provides a snapshot of the total CHA FY11 budget and the day to day activity supported by the Alliance.

<b>Cambridge Health Alliance FY11 Budget Snapshot</b>	
Total Operating Budget	\$1,303.5B
Grant Funding Received	\$11.5M
<b>FY11 Budget Supports:</b>	
Beds	293
Hospital campuses	3
Outpatient sites	22
Outpatient visits	688,035
ED visits (included in outpatient visits)	97,700
Inpatient Discharges	12,696
Total Full Time Employees (FTE's)	3,172
Physician FTEs (included in total FTEs)	274.63

<b>FINANCING PLAN</b>	<b>DETAIL</b>	<b>SUMMARY</b>
<b>TAXES</b>		<b>\$6,000,000</b>
Real Estate Taxes	\$6,000,000	
<b>TOTAL FY12 BUDGETED REVENUE</b>		<b>\$6,000,000</b>

<b>STATUTORY ANALYSIS</b>	<b>SUMMARY</b>
<b>SALARIES &amp; WAGES</b>	<b>\$0</b>
<b>OTHER ORDINARY MAINTENANCE</b>	<b>\$6,000,000</b>
<b>TRAVEL &amp; TRAINING</b>	<b>\$0</b>
<b>EXTRAORDINARY EXPENDITURES</b>	<b>\$0</b>
<b>TOTAL FY12 BUDGETED EXPENDITURES</b>	<b>\$6,000,000</b>

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

**PUBLIC INVESTMENT FUND****BUDGET****PUBLIC INVESTMENT  
- Summary**

<b>GENERAL GOVERNMENT</b>	<b>\$605,000</b>
<b>PUBLIC SAFETY</b>	<b>\$680,000</b>
<b>COMMUNITY MAINT. &amp; DEV.</b>	<b>\$50,249,525</b>
<b>HUMAN RESOURCE DEV.</b>	<b>\$1,433,000</b>
<b>EDUCATION</b>	<b><u>\$3,000,000</u></b>
	<b>\$55,967,525</b>

**CAPITAL BUDGET INCREASES SUBSTANTIALLY IN FY12.** Due primarily to a significant increase in the Bond Proceeds component of the financing plan, the FY12 Capital Budget has increased \$33,582,510, or 150.0%, from its FY11 level of \$22,385,015, to \$55,967,525 in FY12. The total capital budget has increased substantially in FY12, with the Property Tax allocation shown in the FY12-16 financing plan increasing from its revised FY11 level of \$1,150,000 to \$1,500,000.

The \$700,000 acquisition of “toters” needed to implement “single stream” recycling was initially funded from Property Taxes but, when the tax rate was set in the Fall of 2010, Free Cash was substituted as a funding source for this one-time item. The Bond Proceeds component of the financing plan has increased substantially from \$12,450,000 in FY11 to \$44,354,300 in FY12. Property Tax-supported debt has increased from \$7,200,000 to \$10,600,000 in FY12. The FY11 funds financed surface improvement projects in Harvard (\$2,000,000) and Kendall (Phase 1 Design, \$500,000) Squares; the first phase of the Harvard Square Tunnel Improvement Project (\$2,500,000); building renovation projects including design costs for the replacement of the roof at the Ryan Garage (\$100,000), improvements to the HVAC system at the Central Square Library (\$800,000), and renovations to several elementary schools (\$600,000); and the replacement of the existing artificial turf soccer field at Danehy Park as well as resurfacing the 400 meter running track (\$700,000). The FY12 allocation of \$10,600,000 will fund a wide range of projects including the replacement of the 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 first elementary school to be rebuilt or renovated under the Elementary School Rebuilding Program (\$3,000,000).

It is important to note that, in addition to the \$22,385,015 included in the original FY11 Capital Budget, a total of \$15,432,921 in supplemental appropriations were made during FY11, which increased the total FY11 Capital Budget to \$37,467,936. The largest single appropriation was a loan order for \$14,535,000 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 the Green Communities Grant for HVAC improvements to the Haggerty School and the Frisoli and Area 4 Youth Centers (\$283,770), a Massachusetts Department of Transportation Grant to fund the final design of the Cambridge Common (\$180,000), a donation from Harvard University for tree replacement at the Fogg Museum (\$84,151), and a one-time increase in Payments in Lieu of Taxes (PILOT) of \$175,000 from MIT combined with a project mitigation payment of \$175,000 from Boston Properties for the hiring of a consultant to work on the future development of Kendall and Central Squares.

As the table on the following page indicates, funding from Property Taxes is increasing from \$1,150,000 to \$1,500,000. The total Parking Fund contribution to the Capital Budget has increased from \$775,000 to \$800,000. A large increase in the Parking Fund balance from FY09 to FY10, as well as a projected increase from FY10 to FY11, have enabled the City to increase the capital fund allocation from this source, while funding all operating budget allotments at their required levels. The FY11 allocation of \$800,000 from current Parking Fund revenues will fund the replacement of traffic signals, renovations to the First Street Garage, the installation of pay stations at three parking lots in Central Square, and the Traffic Calming Program. 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 \$6,146,595 in FY11 to \$4,529,980 in FY12, which will provide sufficient funds to increase the capital allocation from \$1,750,000 to \$2,750,000 and cover all operating budget increases while maintaining the water block rates at their FY11 levels. The Sewer Reconstruction budget has increased significantly from its FY11 level of \$7,044,000 to \$36,004,300 in FY12, due to large increases in the two major components of the budget, Sewer Service Charges and Bond Proceeds. The increase in the Sewer Service Charge allocation is similar to that described above relating to Water System Improvements, in that a large reduction in Debt Service requirements has enabled the reallocation of these funds to the capital budget while covering all operating budget increases including the Massachusetts Water Resources Authority (MWRA) assessment and maintaining the sewer block rates at FY11 levels. The Bond Proceeds component has increased from \$5,250,000 to \$33,754,300 with the additional funds allocated mainly to the Fresh Pond and Western Avenue projects.

The portion of the City's Block Grant entitlement that is allocated to the Capital Budget has decreased \$197,490, reflecting significant reductions to this program at the national level. While the Neighborhood Business Development and Employment Program

Fund components are funded at essentially the same levels as in FY11, the Housing Rehab and Development program has been reduced from \$1,052,580 in FY11 to \$850,090 in FY12.

It is important to emphasize that the City's contribution to Housing Rehab and Development has increased substantially in recent years with the acceptance of the Community Preservation Act (CPA). These funds are not included in the Capital Budget but are appropriated separately after the City Manager receives recommendations from the CPA Committee, which are transmitted to the City Council for appropriation. While the CPA Tax component of the financing plan continues to increase as the property tax levy increases, State matching funds are expected to continue to decline as a result of other cities and towns adopting the CPA as well as a continued reduction in the State matching fund contribution. In FY11, the City appropriated a total of \$9,557,500. This included \$6,500,000 from local funds, \$2,050,000 in State Matching Funds, and \$1,007,500 from the CPA Fund Balance. The FY11 CPA appropriation of \$7,640,000 to Affordable Housing increased the total contribution from the CPA since the acceptance of the act in FY02 to \$81,360,000. It is expected that State matching funds will decrease by \$250,000 in FY12 to \$1,800,000 which, when combined with an estimated increase in local funds of approximately \$250,000, will produce a projected FY12 budget of \$9,557,500, which is the same amount appropriated in FY11. For additional information on the CPA, please see the following section.

There is a slight increase in the amount of Chapter 90 funds that the City expects to receive from the State, with the FY11 allocation of \$1,933,435 increasing by \$61,700, or 3.2%, to \$1,995,135 in FY12. These funds will be supplemented with \$2,000,000 in Bond Proceeds, \$135,000 from the Street Preservation Offset Fund (SPOF), and \$315,000 in Property Taxes for a total Street / Sidewalk Reconstruction budget of \$4,445,135.

The allocation of golf course revenues to the Capital Fund will remain at the FY11 level of \$20,000 and will be used to continue the program to improve conditions at the golf course.



Two new revenue sources have been added to the FY12 Capital Budget. Resident Parking Sticker Revenues of \$780,000 will fund several energy and transportation projects and reflect FY11 and FY12 estimated revenues and War Memorial Recreation Center Receipts of \$28,000 will provide funds for maintenance at both the War Memorial Facility and Gold Star Mothers Pool. 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.

The following chart shows a comparison of Capital Fund revenues for FY11 and FY12:

	<b>FY11</b>	<b>FY12</b>	<b>Variance FY11-12</b>
Property Taxes	\$1,150,000	\$1,500,000	\$350,000
Free Cash	700,000	0	- 700,000
Parking Fund	775,000	800,000	25,000
Sewer Service Charge	800,000	2,250,000	1,450,000
Water Service Charge	1,750,000	2,750,000	1,000,000
Block Grant	1,552,580	1,355,090	- 197,490
Chapter 90	1,933,435	1,995,135	61,700
MWRA Grant	576,410	0	- 576,410
Resident Stickers	0	780,000	780,000
MWRA Grant Interest	417,590	0	- 417,590
SPOF	260,000	135,000	- 125,000
Bond Proceeds	12,450,000	44,354,300	31,904,300
War Memorial Fees	0	28,000	28,000
Golf Course Fees	20,000	20,000	0
<b>TOTAL</b>	<b>\$22,385,015</b>	<b>\$55,967,525</b>	<b>\$33,582,510</b>

**HOUSING, OPEN SPACE AND HISTORICAL PRESERVATION.** For several years after the abolition of rent control, the City allocated a combination of Property Taxes and Free Cash to the Affordable Housing Trust Fund to finance the creation and preservation of affordable housing units in the city.

Prior to the submission of the FY02 budget, the City Manager proposed and the City Council approved placing the Community Preservation Act (CPA) on the ballot in the November municipal election for voter approval. The voters accepted the CPA and it became effective during FY02. The CPA levies a 3% surcharge on Property tax bills (with certain residential exemptions) to fund affordable housing, open space and historical preservation. In addition, the City is eligible for state matching funds and has received approximately \$42.6 million from this source since the inception of the program. Since the implementation of the CPA in FY02, \$101,700,000 has been appropriated / reserved for housing (\$81,360,000), open space (\$10,170,000) and historic preservation (\$10,170,000). FY12 revenues from the CPA are expected to be up slightly based on a higher FY12 Property Tax Levy. It is expected that the FY12 State match will stabilize at its FY11 level with the City expected to receive approximately 27% of the amount raised through taxes. The State match has decreased significantly in the last three fiscal years due to other cities and towns adopting the CPA and a reduction in the total State matching fund contribution. It is anticipated that the CPA committee will meet in early FY12 to make recommendations to the City Manager for the use of funds in FY12. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY12. 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.** When the FY11 Property Tax contribution of \$1,850,000 is adjusted for the nonrecurring cost for recycling “toters” of \$700,000, which were purchased in the fall of 2010, the total Property Tax component of the FY11 Capital Budget is lowered to \$1,150,000. The \$1,500,000 included in the FY12 Capital Budget from this revenue source is an increase of \$350,000 from the adjusted FY11 amount. This increase is due primarily to the requirement to allocate \$300,000 for the upgrade of the Peoplesoft

financial, human resources and payroll systems. The remainder of the Property Tax allotment will support a wide range of capital improvement projects including other technology upgrades and computer purchases; renovations to various fire stations; replacement of carpets and furnishings in various City buildings; duct cleaning in certain City buildings; renovations to the Moore Youth Center; reconstruction of City sidewalks; 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 been increased by \$1,450,000 to \$2,250,000 from the previous year's level of \$800,000, in recognition of the need to: provide additional funds for the maintenance of the sewer system including emergency repairs; fund the first phase of the Climate Change Adaptation Plan (\$150,000 in FY12 with the remaining \$150,000 included in the FY13 Capital Budget); and fund replacement of a truck which cleans sewer and drain lines and catch basins for \$350,000. Water use (upon which the sewer rate is based) has shown slight increases in both FY10 and FY11 after declines in several previous fiscal years. The City has been able to both increase the Sewer Service Charge allocation to the capital budget and set a sewer rate with a 0.0% increase in FY12 due to significant savings in debt service related to sewer reconstruction projects. Similarly, 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. The water rate increase for FY12 is also 0.0%. An allocation of \$2,750,000 in Water Service Charges, up \$1,000,000 from the FY11 Budget of \$1,750,000, will fund improvements to the water system including the replacement of old water mains and valves and other improvements to the distribution system; the eleventh 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; 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, and the Chief Financial Officer of the School Department, 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 FY12 projections, which are presented to the credit rating agencies prior to bond sales, reflected a \$1,500,000 target in the Pay-As-You-Go capital budget, which is a \$350,000 increase, after the adjustment for nonrecurring costs. For the FY12 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 FY11. All requests that exceeded the FY11 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in

FY11 could submit a FY12 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 FY12 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 2011. During January and February, the committee met with the various department heads who had submitted requests, to review and analyze these proposals. The impact on the operating budget, whether positive or negative, was an important factor in the decision-making process.

By including an allocation of \$2,000,000 in Bond Proceeds for renovations to various public buildings, including two fire stations and the Ryan Garage / Simard Building at Public Works, maintenance costs at these facilities are expected to decrease significantly, particularly at the Ryan Garage where an aging roof on the facility has required a large amount of repairs. Window replacement at one of the fire stations is expected to yield significant energy savings.

For the first time, \$780,000 in Resident Parking Sticker Revenues have been appropriated to the Energy / Transportation Improvements

Program, of which \$400,000 will provide funding for improvements to 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 \$80,000 to provide funding for the replacement of two vehicles, including a paramedic van, that have been in service for many years 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.

While renovations and additions to the City's many parks, playgrounds and other recreational facilities have significantly improved the quality of life in Cambridge, the park maintenance cost center in the Public Works operating budget has experienced increases in recent years. The City's public art collection has grown due to new installations at new and renovated facilities and has required the establishment of a separate cost center to fund a continuing program of restoration and maintenance. Funding for this program in FY12 has been restored to its FY09 level of \$30,000 after two years of using prior year balances to fund this project.

While most projects described in the preceding paragraphs are financed through current revenues, bond-financed projects also have an impact on the operating budget. Public Works has used General Obligation bonds, MWRA loans and grants, and MWPAT loans to eliminate sources of inflow and infiltration that have been identified in investigations of the sewer system. This program has mitigated the effects of MWRA assessment increases in recent years.

Although there is no direct impact on the operating budget, the Façade Improvement Program, which provides grants to improve storefronts throughout the city, provides economic benefits to the businesses that are participating in the program, improves access for

disabled persons 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 loan authorization of \$3,000,000 will provide funds for design costs for the first school to be rebuilt or renovated under the Elementary School Rebuilding Program. This appropriation coincides with the recently adopted Innovation Agenda 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. It is expected that significant savings will be realized from the reconstruction of these school facilities, particularly in the energy and maintenance areas.

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 \$55,967,525 for FY12 and \$222,901,520 for FY13-16. It should be noted that appropriations are made only for FY12, 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 \$44,354,300 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.

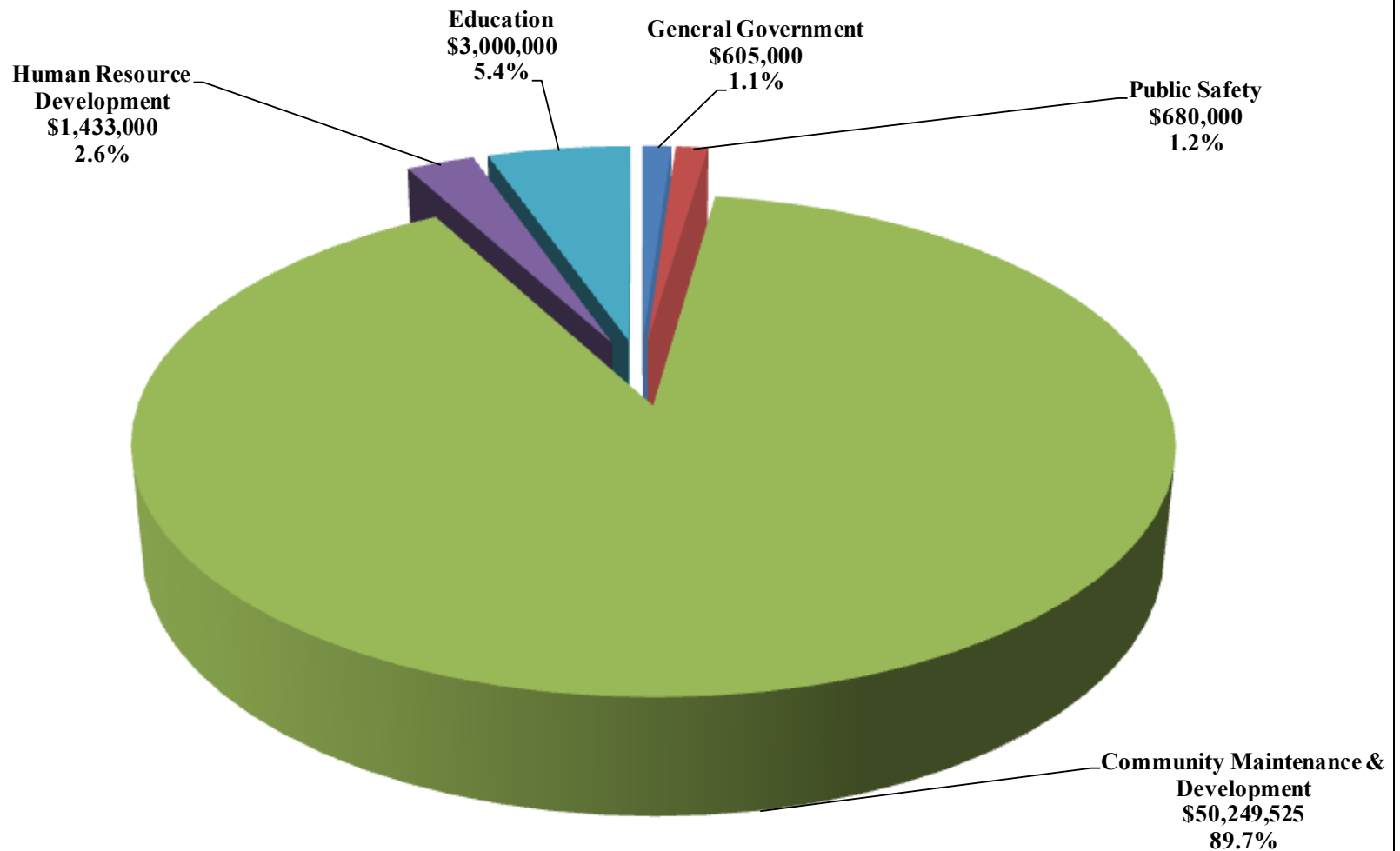
**BLOCK GRANT FUNDING.** The total Community Development Block Grant entitlement has decreased from its FY11 adjusted level of \$3,387,835 to \$3,049,050, a decrease of \$338,785 or 10.0%, with the portion allocated to the capital budget decreasing from \$1,552,780 to \$1,355,090, a decrease of \$197,690, or 12.7%. The Economic Development Program has been funded at the same level, \$150,000, in FY12 as it was in FY11, with all components of the program receiving level funding. The Block Grant allocation to the Housing Rehab and Development Program has decreased by \$202,490 from \$1,052,580 in FY11 to \$850,090 in FY12, with funding for the Employment Program Fund increasing slightly from \$350,000 in FY11 to \$355,000 in FY12. The decrease in the Housing Rehab and Development Program was spread over several sub-programs, with the New Project Development Funds, Just-A-Start – Home Improvement Program, Cambridge Neighborhood Apartment Housing Services (CNAHS) and Historical Preservation Grants receiving reductions of \$89,490, \$55,000, \$50,000 and \$8,000, respectively.

**FY13-16 FUNDING.** As can be seen from the chart on page V-14, Property Taxes will provide a total of \$6,000,000 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 substantially, to \$3,500,000 in FY13, 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 now be available to fund the Water Capital Budget.

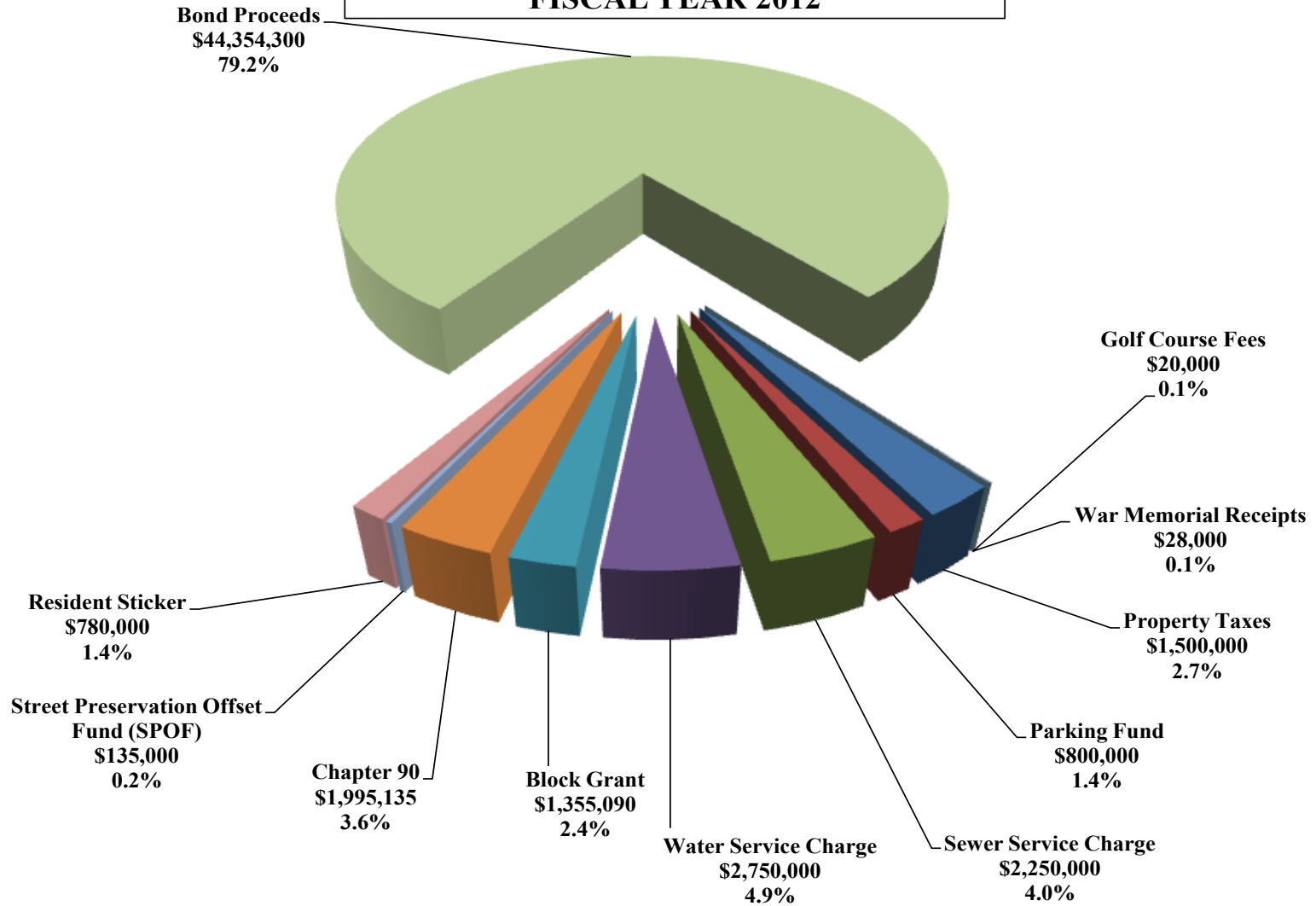
The Community Development Block Grant, Chapter 90, SPOF and golf course components of the financing plan are projected to remain stable over the next four years. Two new revenue sources, Resident Sticker Revenues and War Memorial Receipts, will also make stable contributions to the capital budget over the next four years. 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 this source include several sewer reconstruction projects (\$108,676,620), improvements to three soccer fields at Danehy Park (\$2,640,000), improvements to several parks including Sacramento Field, Hurley Tot Lot and the Cambridge Common (\$2,100,000), renovations to City and School buildings (\$3,550,000), surface improvements to Kendall Square (\$5,000,000), and rebuilding two elementary schools (\$52,000,000).

**PUBLIC INVESTMENT APPROPRIATIONS  
FISCAL YEAR 2012**



**GRAND TOTAL \$55,967,525**

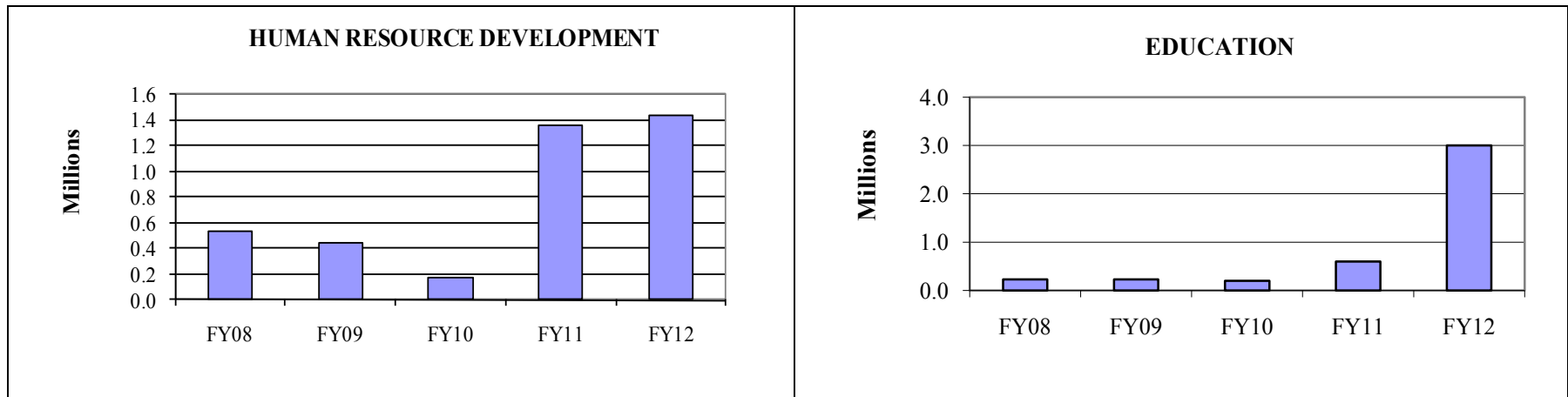
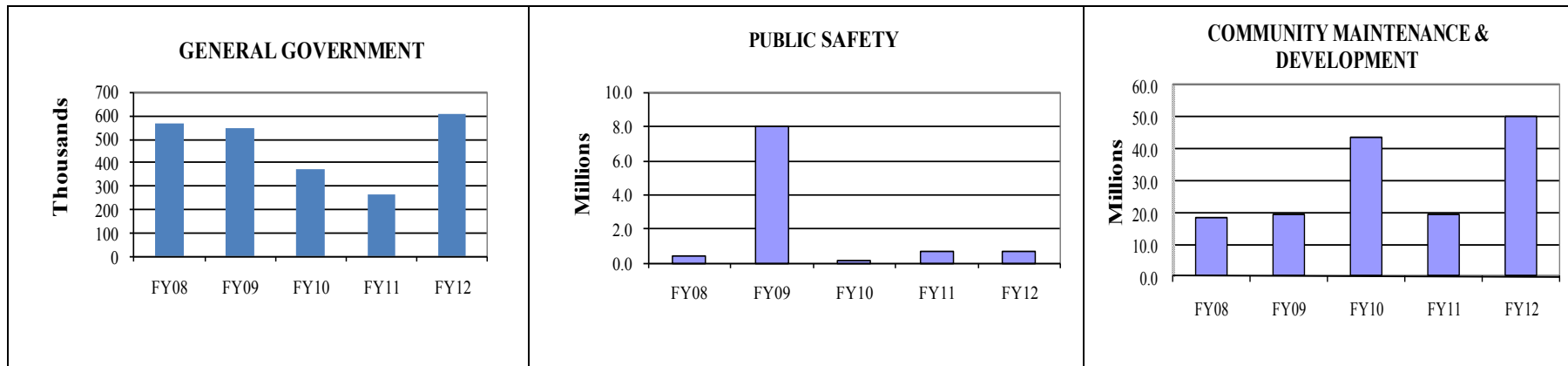
**PUBLIC INVESTMENT FINANCING PLAN  
FISCAL YEAR 2012**



**GRAND TOTAL \$55,967,525**

# PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEARS 2008-2012

FISCAL YEAR	GENERAL GOVERNMENT	PUBLIC SAFETY	COMMUNITY MAINTENANCE & DEVELOPMENT	HUMAN RESOURCE DEVELOPMENT	EDUCATION
FY08	\$570,000	\$395,000	\$18,317,295	\$541,365	\$225,000
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





# PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/11 EXPENDITURES	3/31/11 ENCUMBRANCES	3/31/11 BALANCE	NEW ALLOTMENTS
<b>GENERAL GOVERNMENT</b>						
	Cable TV	\$72	\$ -	\$ -	\$72	\$ -
	Finance/Management Information Systems	1,443	302	55	1,086	605
	General Services/Telephones	40	-	-	40	-
<b>PUBLIC SAFETY</b>						
	Fire Vehicles/Equipment/Bldg. Renovations	755	259	340	156	620
	Police Equipment/Bldg. Renovations	559	21	432	106	25
	Emergency Communications Equipment	6,361	61	5,037	1,263	-
	Traffic/Parking Improvements	922	244	53	625	500
	Street Light Conversion	71	-	-	71	35
<b>COMMUNITY MAINTENANCE &amp; DEV.</b>						
	Sewer Reconstruction	75,191	10,596	14,709	49,886	36,004
	Housing Rehab & Development	7,265	1,357	1,226	4,682	850
	Neighborhood Stabilization	255	61	10	184	-
	Streets, Sidewalks, Trees, Lighting	18,701	4,312	8,108	6,281	7,145
	Water System Improvements	3,836	1,145	765	1,926	2,750
	Public Building Renovations	17,331	1,629	649	15,053	1,585
	Public Art	410	70	254	86	30
	Business Rehab/Development/Training	688	267	172	249	605
	Public Works Equipment	744	703	38	3	-
	Historical Restorations	109	41	-	68	-
	Energy/Transportation Improvements	-	-	-	-	780
<b>HUMAN RESOURCE DEVELOPMENT</b>						
	Library Renovations	976	785	135	56	-
	Parks & Recreational Facilities	4,705	267	372	4,066	1,383
	Neighborhood Centers	239	92	2	145	-
	Accessibility Improvements	191	17	44	130	50
<b>EDUCATION</b>						
	School Equipment/Bldg. Renovations	83,267	37,648	20,988	24,631	3,000
<b>GRAND TOTAL</b>		<b>\$224,131</b>	<b>\$59,877</b>	<b>\$53,389</b>	<b>\$110,865</b>	<b>\$55,967</b>

# SUMMARY 2012-2016 APPROPRIATION PLAN

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT</b>						
Acquisition of Personal Computers	\$70,000	\$75,000	\$75,000	\$75,000	\$75,000	\$370,000
Technology Upgrades/Enhancements	<u>535,000</u>	<u>535,000</u>	<u>535,000</u>	<u>535,000</u>	<u>535,000</u>	<u>2,675,000</u>
	\$605,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,045,000
<b>PUBLIC SAFETY</b>						
Fire Vehicles/Equipment	\$80,000	-	\$175,000	-	-	\$255,000
Fire Station Renovations	540,000	25,000	25,000	25,000	25,000	640,000
Police Station Building Systems	25,000	25,000	25,000	25,000	25,000	125,000
Replacement of Street Lights/Poles	<u>35,000</u>	<u>-</u>	<u>35,000</u>	<u>-</u>	<u>35,000</u>	<u>105,000</u>
	\$680,000	\$50,000	\$260,000	\$50,000	\$85,000	\$1,125,000
<b>COMMUNITY MAINT. &amp; DEV.</b>						
Public Building Renovations	\$1,585,000	\$210,000	\$2,950,000	\$210,000	\$175,000	\$5,130,000
Energy/Transportation Improvements	780,000	500,000	500,000	500,000	500,000	2,780,000
Street/Sidewalk Reconstruction	4,445,135	2,445,135	2,445,135	2,445,135	2,445,135	14,225,675
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Water System Improvements	2,750,000	3,500,000	3,250,000	3,250,000	3,250,000	16,000,000
Sewer Reconstruction	36,004,300	15,728,620	27,000,000	30,290,000	46,010,000	155,032,920
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Harvard Square Tunnel Improvements	2,000,000	-	-	-	-	2,000,000
Kendall Square Surface Improvements	300,000	2,500,000	2,500,000	-	-	5,300,000
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	850,090	850,090	850,090	850,090	850,090	4,250,450
Neighborhood Business Development	150,000	150,000	150,000	150,000	150,000	750,000
Public Art Conservation Fund	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>150,000</u>
	\$50,249,525	\$27,268,845	\$41,030,225	\$39,080,225	\$54,765,225	\$212,394,045
<b>HUMAN RESOURCE DEV.</b>						
Parks and Recreation	\$1,383,000	1,883,000	1,483,000	1,623,000	83,000	6,455,000
Accessibility Improvements	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>250,000</u>
	\$1,433,000	\$1,933,000	\$1,533,000	\$1,673,000	\$133,000	\$6,705,000
<b>EDUCATION</b>						
School Equipment/Renovations	<u>\$3,000,000</u>	<u>\$30,600,000</u>	<u>\$2,000,000</u>	<u>-</u>	<u>20,000,000</u>	<u>\$55,600,000</u>
	\$3,000,000	\$30,600,000	\$2,000,000	-	20,000,000	\$55,600,000
<b>GRAND TOTAL</b>	<b>\$55,967,525</b>	<b>\$60,461,845</b>	<b>\$45,433,225</b>	<b>\$41,413,225</b>	<b>\$75,593,225</b>	<b>\$278,869,045</b>

# DETAIL 2012-2016 FINANCING PLAN

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT</b>						
Property Taxes	\$605,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,045,000
	\$605,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,045,000
<b>PUBLIC SAFETY</b>						
Property Taxes	\$165,000	\$50,000	\$260,000	\$50,000	\$85,000	\$610,000
Bond Proceeds	515,000	-	-	-	-	515,000
	\$680,000	\$50,000	\$260,000	\$50,000	\$85,000	\$1,125,000
<b>COMMUNITY MAINT. &amp; DEV.</b>						
Property Taxes	\$645,000	\$755,000	\$545,000	\$755,000	\$720,000	\$3,420,000
Parking Fund Revenues	800,000	800,000	800,000	800,000	800,000	4,000,000
Sewer Service Charge	2,250,000	650,000	1,000,000	1,500,000	2,000,000	7,400,000
Water Service Charge	2,750,000	3,500,000	3,250,000	3,250,000	3,250,000	16,000,000
Block Grant	1,355,090	1,355,090	1,355,090	1,355,090	1,355,090	6,775,450
Chapter 90	1,995,135	1,995,135	1,995,135	1,995,135	1,995,135	9,975,675
Street Preservation Offset Fund (SPOF)	135,000	135,000	135,000	135,000	135,000	675,000
MWRA Grant	-	4,202,000	1,000,000	-	-	5,202,000
Resident Parking Sticker Revenues	780,000	500,000	500,000	500,000	500,000	2,780,000
Bond Proceeds	39,539,300	13,376,620	30,450,000	28,790,000	44,010,000	156,165,920
	\$50,249,525	\$27,268,845	\$41,030,225	\$39,080,225	\$54,765,225	\$212,394,045
<b>HUMAN RESOURCE DEV.</b>						
Property Taxes	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
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	1,300,000	1,800,000	1,400,000	1,540,000	-	6,040,000
	\$1,433,000	\$1,933,000	\$1,533,000	\$1,673,000	\$133,000	\$6,705,000
<b>EDUCATION</b>						
Bond Proceeds	3,000,000	30,600,000	2,000,000	-	20,000,000	55,600,000
	\$3,000,000	\$30,600,000	\$2,000,000	-	\$20,000,000	\$55,600,000
<b>GRAND TOTAL</b>	<b>\$55,967,525</b>	<b>\$60,461,845</b>	<b>\$45,433,225</b>	<b>\$41,413,225</b>	<b>\$75,593,225</b>	<b>\$278,869,045</b>

# SUMMARY 2012-2016 FINANCING PLAN

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>TOTAL</u>
Property Taxes	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Parking Fund Revenues	800,000	800,000	800,000	800,000	800,000	4,000,000
Sewer Service Charge	2,250,000	650,000	1,000,000	1,500,000	2,000,000	7,400,000
Water Service Charge	2,750,000	3,500,000	3,250,000	3,250,000	3,250,000	16,000,000
Block Grant	1,355,090	1,355,090	1,355,090	1,355,090	1,355,090	6,775,450
Chapter 90	1,995,135	1,995,135	1,995,135	1,995,135	1,995,135	9,975,675
Street Preservation Offset Fund (SPOF)	135,000	135,000	135,000	135,000	135,000	675,000
MWRA Grant	-	4,202,000	1,000,000	-	-	5,202,000
Resident Parking Sticker Revenues	780,000	500,000	500,000	500,000	500,000	2,780,000
Bond Proceeds	44,354,300	45,776,620	33,850,000	30,330,000	64,010,000	218,320,920
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
<b>GRAND TOTAL</b>	<b>\$55,967,525</b>	<b>\$60,461,845</b>	<b>\$45,433,225</b>	<b>\$41,413,225</b>	<b>\$75,593,225</b>	<b>\$278,869,045</b>

# SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY12	FY13	FY14	FY15	FY16	TOTAL
Acquisition of Personal Computers	\$70,000	\$75,000	\$75,000	\$75,000	\$75,000	\$370,000
Technology Upgrades/Enhancements	<u>535,000</u>	<u>535,000</u>	<u>535,000</u>	<u>535,000</u>	<u>535,000</u>	<u>2,675,000</u>
	<b>\$605,000</b>	<b>\$610,000</b>	<b>\$610,000</b>	<b>\$610,000</b>	<b>\$610,000</b>	<b>\$3,045,000</b>

	FIVE YEAR REVENUE PLAN					
	FY12	FY13	FY14	FY15	FY16	TOTAL
Property Taxes	<u>\$605,000</u>	<u>\$610,000</u>	<u>\$610,000</u>	<u>\$610,000</u>	<u>\$610,000</u>	<u>\$3,045,000</u>
	<b>\$605,000</b>	<b>\$610,000</b>	<b>\$610,000</b>	<b>\$610,000</b>	<b>\$610,000</b>	<b>\$3,045,000</b>

**PUBLIC INVESTMENT FUND****BUDGET****GENERAL GOVERNMENT  
- Acquisition of Personal Computers**

<b>FY12</b>	<b>\$70,000</b>
<b>FY13</b>	<b>\$75,000</b>
<b>FY14</b>	<b>\$75,000</b>
<b>FY15</b>	<b>\$75,000</b>
<b>FY16</b>	<b><u>\$75,000</u></b>
	<b>\$370,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** In the past 14 capital budgets, a total of \$2,720,000 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. Also, it has been essential that employees have state-of-the-art equipment to accommodate the installation of the various PeopleSoft applications, including Human Resources, Payroll and Financial Systems. At the beginning of this process, the City set the goal of

acquiring 500 new personal computers over a five-year period. 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 FY05-11 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.

**FY12 FUNDING.** The allocation of \$70,000 for FY12 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.

**FY13-16 FUNDING.** It has been determined that, by continuing to fund this program at a level of \$75,000 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****GENERAL GOVERNMENT  
- Technology Upgrades/Enhancements**

<b>FY12</b>	<b>\$535,000</b>
<b>FY13</b>	<b>\$535,000</b>
<b>FY14</b>	<b>\$535,000</b>
<b>FY15</b>	<b>\$535,000</b>
<b>FY16</b>	<b><u>\$535,000</u></b>
	<b>\$2,675,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, the City has placed a high priority on upgrading the many management information/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 allocation of \$190,000 financed the implementation of an On-Line Registration & Payment system for all Department of Human Services Youth Centers, further enhancements to the City Website and the launch of On-Line Permitting for the DPW and License Commission. Funding for the upgrade of Financial and Human Service systems was not required in FY11 due to the extension of support contracts by Peoplesoft/Oracle out to 2012.

**FY12 FUNDING.** An allocation of \$535,000 in property taxes, which is \$345,000 more than FY11, will fund the planned upgrade of the Peoplesoft financial, human resources and payroll systems. In FY12, \$300,000 will be required for this upgrade. Of the remaining \$235,000 allocated to this cost center for FY12, \$75,000 will fund the implementation of a Web based On-Line Permit System for Inspectional Services, which is an extension of the Cambridge Request System (CRS) application. In addition, \$75,000 is allocated to upgrade department websites using the new Sitecore Content Management system; \$75,000 has been set aside to upgrade the City fiber optic network by replacing obsolete equipment; and \$10,000 for enhancements to the GIS Web tools for public access to City infrastructure assets.

**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.

**FY13-16 FUNDING.** Funds have been allocated in future capital budgets to continue upgrades to the Website, CRS 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 On-Line 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						
	FY12	FY13	FY14	FY15	FY16	TOTAL
Fire Vehicles/Equipment	\$80,000	-	\$175,000	-	-	\$255,000
Fire Station Renovations	540,000	25,000	25,000	25,000	25,000	640,000
Police Station Building Systems	25,000	25,000	25,000	25,000	25,000	125,000
Replacement of Street Lights/Poles	<u>35,000</u>	<u>-</u>	<u>35,000</u>	<u>-</u>	<u>35,000</u>	<u>105,000</u>
	<b>\$680,000</b>	<b>\$50,000</b>	<b>\$260,000</b>	<b>\$50,000</b>	<b>\$85,000</b>	<b>\$1,125,000</b>

FIVE YEAR REVENUE PLAN						
	FY12	FY13	FY14	FY15	FY16	TOTAL
Property Taxes	\$165,000	\$50,000	\$260,000	\$50,000	\$85,000	\$610,000
Bond Proceeds	<u>515,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>515,000</u>
	<b>\$680,000</b>	<b>\$50,000</b>	<b>\$260,000</b>	<b>\$50,000</b>	<b>\$85,000</b>	<b>\$1,125,000</b>

**PUBLIC INVESTMENT FUND**

**BUDGET**

**PUBLIC SAFETY  
- Fire Vehicles/Equipment**

<b>FY12</b>	<b>\$80,000</b>
<b>FY13</b>	-
<b>FY14</b>	<b>\$175,000</b>
<b>FY15</b>	-
<b>FY16</b>	<u>-</u>
	<b>\$255,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Since the inception of the formal capital improvement plan in FY85, a total of \$8,680,605 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. FY11 funding in the amount of \$400,000 was used to fund the replacement of a 15 year old pumper. This pumper will be delivered to the City by spring 2011. The development of the long term plan to replace vehicles has had a significant positive effect by increasing the longevity of the department's fleet.

**FY12 FUNDING.** \$80,000 in Property Taxes in the FY12 Budget will provide funding for the replacement of two vehicles. \$45,000 will be 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 will be used to replace one of the two SUV style vehicles that are 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.

**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.

**FY13-16 FUNDING.** It is anticipated that \$175,000 in FY14 will fund the purchase of a piece of fire apparatus. Additional allocations from Free Cash to fund the purchase of other large pieces of fire apparatus are under review as part of the City's plan to continue to allocate funds for 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. It is expected that there will be sufficient current revenues available to continue funding this program without the need for borrowing.

<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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**PUBLIC SAFETY  
- Fire Station Renovations**

<b>FY12</b>	<b>\$540,000</b>
<b>FY13</b>	<b>\$25,000</b>
<b>FY14</b>	<b>\$25,000</b>
<b>FY15</b>	<b>\$25,000</b>
<b>FY16</b>	<b><u>\$25,000</u></b>
	<b>\$640,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, a combination of Bond Proceeds and General Fund revenues have financed improvements to several fire stations, with the \$1,000,000 allocated in the FY09 Capital Budget for a wide range of interior renovations to the Lafayette Square Fire Station and Fire Headquarters being the largest allocation. An allocation of \$250,000 in Bond Proceeds was made to this project in FY11 to fund the replacement of the stairs at Engine 5 in Inman Square and window replacement at Engine 3 in East Cambridge.

However, due to the need to provide additional funds for improvements to the HVAC system at the Central Square Library, the renovations to the fire stations were not made. However, funds have been included in the FY12 capital budget to make these planned improvements to these two fire stations.

**FY12 FUNDING.** \$515,000 in Bond Proceeds will be allocated to this cost center in FY12 to provide funding for window replacement at Engine 3 in East Cambridge (\$150,000) and stair replacement (\$229,000) and bathroom renovations (\$136,000) at Engine 5 in Inman Square. An allocation of \$25,000 from Property Taxes will be used for miscellaneous renovations and repairs at various stations.

**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.

**FY13-16 FUNDING.** \$25,000 in future allocations to this cost center will be used for capital repairs to existing stations.

PUBLIC INVESTMENT FUND	BUDGET
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**PUBLIC SAFETY  
- Police Station Building Systems**

FY12	<b>\$25,000</b>
FY13	<b>\$25,000</b>
FY14	<b>\$25,000</b>
FY15	<b>\$25,000</b>
FY16	<b><u>\$25,000</u></b>
	<b>\$125,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Funding was not allocated for this purpose in FY11.

**FY12 FUNDING.** An allocation of \$25,000 in Property Taxes will be used toward minor capital repairs, major cleaning projects, infrastructure maintenance and elevator repairs and replacement at the Robert W. Healy Public Safety Facility.

**IMPACT ON OPERATING BUDGET.** There is no impact on the operating budget. However, 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.

**FY13-16 FUNDING.** Future funding is being scheduled to fund ongoing minor capital repairs at the Robert W. Healy Public Safety Facility.

PUBLIC INVESTMENT FUND	BUDGET
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**PUBLIC SAFETY**  
**- Replacement of Street Lights/Poles**

<b>FY12</b>	<b>\$35,000</b>
<b>FY13</b>	-
<b>FY14</b>	<b>\$35,000</b>
<b>FY15</b>	-
<b>FY16</b>	<u><b>\$35,000</b></u>
	<b>\$105,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** An appropriation of \$600,000 was made to this cost center in FY04 to provide funds for the maintenance and repair of the street lights the City purchased from NSTAR. These funds enabled the City to repair the streetlights 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, replace-

ment 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 FY11, a total of 116 poles will have been changed at various locations throughout the City.

**FY12 FUNDING.** An allocation of \$35,000 to this cost center in FY12 will be used to continue the replacement of approximately 35 steel street light poles with aluminum poles. During this period, the City will also evaluate a more energy efficient lamping replacement program for its street lights.

**IMPACT ON OPERATING BUDGET.** By setting aside funds to replace aging street light poles, the City is taking additional steps to reduce time spent maintaining the existing poles as well as ensuring a high level of public safety for its citizens.

**FY13-16 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 annual basis.

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY12	FY13	FY14	FY15	FY16	TOTAL
Public Building Renovations	\$1,585,000	\$210,000	\$2,950,000	\$210,000	\$175,000	\$5,130,000
Energy/Transportation Improvements	780,000	500,000	500,000	500,000	500,000	2,780,000
Street/Sidewalk Reconstruction	4,445,135	2,445,135	2,445,135	2,445,135	2,445,135	14,225,675
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Water System Improvements	2,750,000	3,500,000	3,250,000	3,250,000	3,250,000	16,000,000
Sewer Reconstruction	36,004,300	15,728,620	27,000,000	30,290,000	46,010,000	155,032,920
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Harvard Square Tunnel Improvements	2,000,000	-	-	-	-	2,000,000
Kendall Square Surface Improvements	300,000	2,500,000	2,500,000	-	-	5,300,000
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	850,090	850,090	850,090	850,090	850,090	4,250,450
Neighborhood Business Development	150,000	150,000	150,000	150,000	150,000	750,000
Public Art Conservation Fund	30,000	30,000	30,000	30,000	30,000	150,000
	<u>\$50,249,525</u>	<u>\$27,268,845</u>	<u>\$41,030,225</u>	<u>\$39,080,225</u>	<u>\$54,765,225</u>	<u>\$212,394,045</u>

FIVE YEAR REVENUE PLAN						
	FY12	FY13	FY14	FY15	FY16	TOTAL
Property Taxes	\$645,000	\$755,000	\$545,000	\$755,000	\$720,000	\$3,420,000
Parking Fund Revenues	800,000	800,000	800,000	800,000	800,000	4,000,000
Sewer Service Charge	2,250,000	650,000	1,000,000	1,500,000	2,000,000	7,400,000
Water Service Charge	2,750,000	3,500,000	3,250,000	3,250,000	3,250,000	16,000,000
Block Grant	1,355,090	1,355,090	1,355,090	1,355,090	1,355,090	6,775,450
Chapter 90	1,995,135	1,995,135	1,995,135	1,995,135	1,995,135	9,975,675
Street Preservation Offset Fund (SPOF)	135,000	135,000	135,000	135,000	135,000	675,000
MWRA Grant	-	4,202,000	1,000,000	-	-	5,202,000
Resident Sticker Revenues	780,000	500,000	500,000	500,000	500,000	2,780,000
Bond Proceeds	<u>39,539,300</u>	<u>13,376,620</u>	<u>30,450,000</u>	<u>28,790,000</u>	<u>44,010,000</u>	<u>156,165,920</u>
	<u>\$50,249,525</u>	<u>\$27,268,845</u>	<u>\$41,030,225</u>	<u>\$39,080,225</u>	<u>\$54,765,225</u>	<u>\$212,394,045</u>

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Public Building Renovations**

FY12	\$1,585,000
FY13	\$210,000
FY14	\$2,950,000
FY15	\$210,000
FY16	<u>\$175,000</u>
	<b>\$5,130,000</b>

**STATUS OF PRIOR YEARS PROJECTS.** The allocation for building renovations in FY11 was for \$125,000. \$100,000 was allocated to fund design engineering services for the the Ryan Garage & Simard Building Roof Replacement project. The preliminary design will be completed in FY11. However, a portion of this allocation also included HVAC renovations for the Central Square Library project, due to higher than expected bids. The \$25,000 allotment for carpets and

furnishing was used to procure tables and chairs for the Senior Center as well as new furnishings for the Commission for Persons with Disabilities.

**FY12 FUNDING.** An allocation of \$1,485,000 in Bond Proceeds and \$100,000 in Property Taxes will fund the following projects.

- **Ryan Garage & Simard Building Roof Replacement, \$1,485,000.** Funding from bond proceeds will be used for design and engineering services and construction, as well as to further assess the installation of a renewable energy system.
- **Duct Cleaning, \$50,000.** This funding will be used to continue the City's practice of cleaning the ducts in City buildings with central air systems, in accordance with the National Air Duct Cleaners Association recommended schedules. Keeping the ducts clean improves the indoor air quality and helps to keep the HVAC systems running efficiently. Ducts in the Senior Center, City Hall Law Department, Coffon Building, Frisoli Youth Center and other buildings will be cleaned.
- **Flooring and Furnishings, \$25,000.** This funding will be used to continue addressing the carpet, flooring and furnishing needs of City buildings. The FY12 funding will be allocated to include the City Hall Annex, which is in need of carpet in some areas.
- **Moore Youth Center Kitchen Renovation, \$25,000.** This funding will be used to replace the kitchen cabinets and to replace the stove and refrigerator with energy efficient models.

**IMPACT ON OPERATING BUDGET.** Funds allocated to this cost center will have the dual effect of reducing maintenance costs and improving energy efficiency.

**FY13-16 FUNDING.** The allocation of \$2,950,000 in Bond Proceeds in FY14 will fund the repointing of the McCusker Building, replacement of the City Hall roof and repairs and painting of the corridors of City Hall. Funding from Property Taxes will include replacing carpets and furnishings in FY13 and FY15-16.



**COMMUNITY MAINTENANCE & DEV.  
- Energy/Transportation Improvements**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	<b>\$780,000</b>
FY13	<b>\$500,000</b>
FY14	<b>\$500,000</b>
FY15	<b>\$500,000</b>
FY16	<b><u>\$500,000</u></b>
	<b>\$2,780,000</b>

**STATUS OF PRIOR YEARS PROJECTS.** In May 2010 the City was designated as a Massachusetts Green Community by meeting five criteria, among them a 20% reduction in energy consumption over a 2008 baseline by 2013. In FY11 the City took steps to meet this goal by replacing failing or outdated boilers at the Longfellow School building, Moore Youth Center and the Public Works Frazier Administration building, and by installing energy-efficient lighting and occupancy sensors at five municipal buildings (Area IV, Frazier and Gately Youth

Centers, Engine 3, Senior Center) and four schools (Baldwin, Haggerty, Kennedy-Longfellow and Peabody). This work was performed using \$759,600 in Federal Energy Efficiency and Conservation Block Grant (EECBG) stimulus funds and \$131,000 of the FY11 School Department public investment allocation. NStar subsidized the project costs with more than \$160,000 in utility rebates. In addition, \$283,770 in state Green Communities grant funds is being used to design and install heating, ventilating and air conditioning (HVAC) improvements at Area IV Youth Center, Frisoli Youth Center and the Haggerty School.

**FY12 FUNDING.** An allocation of \$780,000 from additional revenues from FY11 and FY12, due to a rate increase in resident parking stickers adopted in FY11, will be used to further the City's work in reducing energy consumption. \$250,000 will be used for municipal buildings and \$150,000 for school buildings. These projects will consist of lighting upgrades and installation of occupancy sensors where appropriate and improvements to HVAC systems, such as installation of variable speed drives and direct digital controls. The City will also apply for NStar rebates to increase the total project value. \$280,000 will be allocated toward the bike share program, with \$100,000 to be used toward branding and continued outreach activities aimed at reducing energy consumption.

**IMPACT ON OPERATING BUDGET.** There is a projected \$45,000 savings in annual energy costs in FY12 (\$19,000 from lighting, \$26,000 from insulation and HVAC projects.) Reductions in maintenance costs are expected as well.

**FY13-16 FUNDING.** Resident Parking Sticker revenue is anticipated to fund \$500,000 toward the bike share program along with the continuation of outreach activities and replacement of lighting components used for reducing energy consumption in FY13-16.

**PUBLIC INVESTMENT FUND**

**BUDGET**

**COMMUNITY MAINTENANCE & DEV.  
- Street/Sidewalk Reconstruction**

<b>FY12</b>	<b>\$4,445,135</b>
<b>FY13</b>	<b>\$2,445,135</b>
<b>FY14</b>	<b>\$2,445,135</b>
<b>FY15</b>	<b>\$2,445,135</b>
<b>FY16</b>	<b><u>\$2,445,135</u></b>
	<b>\$14,225,675</b>

**STATUS OF PRIOR YEAR PROJECTS.** In FY11 the City appropriated \$1,933,435 in Chapter 90 funds from the Mass Department of Transportation (DOT) towards its Street and Sidewalk reconstruction program and \$450,000 towards its miscellaneous sidewalk program. Four streets were identified for reconstruction and five streets were identified for design using the Mass DOT funds. The Prospect Street construction project is now complete and the remaining construction projects will begin in the spring of 2012. It is expected that the miscellaneous sidewalk appropriation will be fully spent by June 2011.

**FY12 FUNDING.** This year the City will receive \$1,995,135 from Mass DOT through its Chapter 90 program. The City will further appropriate \$2.0 million in bonds to address the Complete Streets Initiative as expressed in the five year street and sidewalk program. These funds will be spent on the streets listed below in accordance with the ongoing five year plan.

<b>Construction</b>	<b>From</b>	<b>To</b>	<b>Cost</b>	<b>Description</b>
Broadway	Portland Street	Prospect Street	\$2,441,023	Roadway & Sidewalks
Meacham Road	Mass. Ave.	Somerville Line	\$107,010	Roadway & Sidewalks
Woodbridge Street	Mass. Ave.	Somerville Line	\$117,100	Roadway and Ramps
Shea Road	Mass. Ave.	Somerville Line	\$120,000	Roadway & Sidewalks
Locke Street	Shea Road	Meacham Road	\$115,000	Roadway & Sidewalks
Waterhouse Street	Garden Street	Mass. Ave.	\$495,002	Roadway & Sidewalks
Spring Street	Third Street	First Street	\$395,000	Roadway & Sidewalks
<b>Design</b>	<b>From</b>	<b>To</b>	<b>Cost</b>	<b>Description</b>
Fulkerson Street	Cambridge Street	Charles Street	\$70,000	Roadway & Sidewalks
Mason Street	Garden Street	Mass. Ave.	\$65,000	Roadway & Sidewalks
Tufts Street	Pearl Street	Magazine Street	\$40,000	Roadway & Sidewalks
Temple Street	Bishop Allen Drive	Mass. Ave.	\$30,000	Roadway & Sidewalks

**Total \$3,995,135**

\$450,000 will also be appropriated towards the Department of Public Works' miscellaneous sidewalk program. Funding towards this program will be from both tax revenues (\$315,000) and Street Preservation Offset Funds (SPOF) (\$135,000).

**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.

**FY13-16 FUNDING.** It is expected that future allocations to this cost center will be comprised of Chapter 90 funds, Property Tax contributions and SPOF allocations.

**COMMUNITY MAINTENANCE & DEV.  
- Park & Cemetery Tree Pruning**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	\$100,000
FY13	\$100,000
FY14	\$100,000
FY15	\$100,000
FY16	<u>\$100,000</u>
	<b>\$500,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** In the FY11 Capital Budget there was a \$50,000 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.

**FY12 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.

**FY13-16 FUNDING.** Funds have been included in future capital budgets to continue parks and cemetery tree pruning.

**COMMUNITY MAINTENANCE & DEV.  
- Parking Improvements**

<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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<b>FY12</b>	<b>\$500,000</b>
<b>FY13</b>	<b>\$500,000</b>
<b>FY14</b>	<b>\$500,000</b>
<b>FY15</b>	<b>\$500,000</b>
<b>FY16</b>	<b><u>\$500,000</u></b>
	<b>\$2,500,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, the City has maintained the Parking Fund Balance at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking and Transportation (TPT) budget while still being able to fund the operating budget at the level required to provide necessary services.

The FY11 Capital Budget included an allocation of \$475,000. Of this total, \$245,000 was budgeted for parking garage repairs. A portion of these funds was used to update the parking garage condition analysis report which provides the plan for the City’s garage repair work. The remainder will be used for the third phase of repairs, which will be undertaken in the beginning of FY12. In addition, \$230,000 of FY11 funds was budgeted for traffic signal upgrades and repairs. These funds supported the following improvements:

- Relocation of 10 and adjustments to 30 pole mounted traffic signal control boxes to meet ADA requirements.
- A vehicle count station, the first in the City, was installed on Western Ave. at Howard St.
- The signalized crossing on Cambridge Street at CRLS was improved by adding the missing third crosswalk.

**FY12 FUNDING.** \$500,000 in Parking Fund revenues have been allocated to fund the following projects:

- **Traffic Signal Repair and Upgrade: (\$250,000).** These funds will be used to upgrade traffic signals including underground conduit repairs and upgrading controllers. A portion of these funds will also be used for signal improvements on streets that are scheduled for reconstruction.
- **Parking Garage Repair and Upgrade: (\$200,000).** The requested funds will be used for garage repairs, most of which will focus on concrete repairs at the First Street Garage and the design and contract administration fees for the engineering firm overseeing these repairs.
- **Parking Meters and Parking Pay Stations: (\$50,000).** These funds will be used to complete installation of pay stations in City lots (Lots 4, 5 and 6 in Central Square) and to add single space meters on streets in various locations.

**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.

**FY13-16 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.

**COMMUNITY MAINTENANCE & DEV.  
- Water System Improvements**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	\$2,750,000
FY13	\$3,500,000
FY14	\$3,250,000
FY15	\$3,250,000
FY16	<u>\$3,250,000</u>
	<b>\$16,000,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Concord Avenue Water Main Project, which involved the installation of 3,700 feet of a 16 inch water main from Blanchard Road to Alewife Brook Parkway was completed in December 2010. This project was done in conjunction with the Public Works roadway improvement project. In addition, the Water Department rehabilitated over 9,000 feet of water mains on such streets as Lakeview Avenue, Prentiss Street, Madison Avenue and Harrison Avenue; replaced over 36 lead water services and 60 valves; and eliminated 13,000 feet of parallel old cast iron pipe. The

debt service on the General Obligation bonds for the construction of the Walter J. Sullivan Water Purification Facility is fully paid by revenues from the water service charge. The water service charge covers a majority of the total debt service, with the remainder of the debt service covered through state subsidies. While debt service of this magnitude would normally have a significant impact on the water rate, the City has been able to mitigate this effect by using a portion of the retained earnings of the Water Enterprise Fund (\$6,312,443 of June 30, 2010) to offset debt service costs. Current Water Service revenues of \$1,750,000 supported a wide range of projects in FY11, 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.

**FY12 FUNDING.** The FY12 capital allocation is \$1.0 million higher than FY11, which is a direct result of the \$1.6 million reduction in debt cost due to the retirement of bonds issued for the construction of the water purification facility. The following is a summary of FY12 projects:

- **Water Works Improvements to the Distribution System (\$685,000)** - This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergencies and support to other departments. This will be accomplished through the annual Water Works Construction Contract and in-house capabilities.
- **Facility and Office Equipment and Improvements (\$1,159,000)** - These funds will be used to replace plant systems, equipment and instrumentation (\$635,000); for Security Enhancements (\$130,000); Facility Upgrades including paving for the Treatment Plant and Kingsley Parking Lots (\$319,000); and computer upgrades and copier replacement (\$75,000).

- **Consulting Services (\$253,000)** - Laboratory Information Management System (LIMS) replacement study/engineering (\$15,000); Distribution Hydraulic Model Annual Maintenance (\$3,000); Comprehensive Water Audit (\$85,000), Water Demand Projections (\$80,000), site plan review (\$20,000); and evaluate and update the Dam Emergency Action Plan and Operation & Maintenance procedures (\$50,000).
- **Implementation of Fresh Pond Master Plan (\$250,000)** - Funds have been included in this budget to cover the cost of various reservation priorities to continue the implementation of the Fresh Pond Master Plan, such as Drainage and Pathway improvements and source water protection planning.
- **Reservoir Infrastructure Improvements and Maintenance (\$303,000)** - These funds will be used for maintenance of the reservoir gauging stations (\$95,000) and Hobbs Brook Reservoir Gatehouses Renovations and Stony Brook Reservoir Dam improvements (\$208,000).
- **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).

**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.

**FY13-16 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.



**COMMUNITY MAINTENANCE & DEV.  
- Sewer Reconstruction**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	<b>\$36,004,300</b>
FY13	<b>\$15,728,620</b>
FY14	<b>\$27,000,000</b>
FY15	<b>\$30,290,000</b>
FY16	<b><u>\$46,010,000</u></b>
	<b>\$155,032,920</b>

**STATUS OF PRIOR YEAR PROJECTS.** The various stormwater management, drainage system maintenance and sewer separation programs continue throughout the city. These programs are funded through a variety of funding sources including General Obligation bonds, loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and Massachusetts Water Resources Authority (MWRA) loans and grants. As has been stated previously, due to the continued uncertainty with regard to state funding of the MWPAT program, future projections do not presume state financial assistance.

Design work is presently ongoing specific to the removal of the last thirty-one common manholes in separated areas of the City. Once these are removed this will bring to completion a significant program that has been ongoing for the past twelve years and will result in significant improvements in water quality to the Charles River and Alewife Brook, as well as improving storm and sewer systems levels of service in the community.

**FY12 FUNDING.** The total appropriation requested for FY12 (\$33,754,300 in General Obligation Bonds and \$2,250,000 in Sewer Service Charges for a total appropriation of \$36,004,300) is substantially less than that which was identified for FY12 in the FY11 budget. This is primarily due to slight changes in the overall sewer program schedule as a number of projects have been extended. Projects continue in Harvard Square, the Agassiz and mid-Cambridge communities and in the Alewife watershed. It is expected that the infrastructure reconstruction project will begin in the fall of 2011 on Western Avenue and will continue thereafter for a period of two years. The Department of Public Works is also in the process of designing a system rehabilitation program citywide. It is expected that this program will result in the reconstruction of existing systems in other areas throughout the City on a prioritized basis, in an effort to continue to maintain and improve the functionality of our existing infrastructure.

**Agassiz Area Sewer Separation and Stormwater Management Project: \$2,910,355.** The Agassiz program involves multiple projects that extend beyond the actual Agassiz community into mid-Cambridge and Riverside as well as through much of the Harvard campus. The primary objective behind this project is to separate area sewers and drains and to provide improved levels of flood protection and sewer and drainage service, as well as water distribution system upgrades in the area. DPW is presently proposing to fund some sewer separation on a street-by-street basis in those areas of the Agassiz community where the streets, have deteriorated significantly, namely in the Frost street area. The proposal is to do one street at a time in the area combining sewer separation and street restoration. Prentiss Street work is substantially complete and Forrest Street will be next. The FY12 budget addresses the remaining sewer separation and surface restoration work on Frost Street as well as on Oxford Street between Garfield Street and the Somerville line.

**CAM002/004 Alewife Watershed Sewer Separation and Stormwater Management Project: \$9,399,223.** This multi-year program provides funding toward the ongoing sewer separation, stormwater management and combined sewer overflow program within the Alewife watershed in the city. The appropriation proposed provides funding for the construction of the first sewer separation project in the residential neighborhood between Standish Street and Fresh Pond Parkway as well as funding for the design of the second sewer separation project between Chilton and the Huron/Concord intersection. 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.

**The Harvard Square Sewer Separation and Stormwater Management Project: \$1,021,177.** The Harvard Square sewer separation and stormwater management program is a multiphase project. This funding is to address hydraulic restrictions in the sewer systems between the MWRA interceptors and the City of Cambridge lines, primarily in the Bennett Street/JFK Walkway area of the system.

**Western Avenue Infrastructure Renewal Project: \$20,423,545.** The City infrastructure on Western Avenue is in a deteriorated condition and needs substantial rehabilitation and replacement. DPW executed a design contract in 2008 with the purpose of upgrading the various utilities. The preliminary design included analysis and preliminary concepts for utility upgrades throughout the storm catchment area. The final design is presently ongoing with the expectation that final documents will be available for bidding in the summer of 2011. It is presently expected that new storm, sewer, water, services, catch basins and outfalls will be constructed as part of this project. Given the extensive nature of this utility work, it will

be necessary to reconstruct the various other utilities at the same time, to include gas systems, municipal electric light systems and the street and sidewalk systems as well. The project has been subject to a comprehensive community process, led primarily by CDD. The project will be bonded over a three year period.

**Remedial Construction: \$2,250,000.** 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. Included in this amount is \$150,000 to fund the first phase of the Climate Change Adaptation Plan and the replacement of a vehicle that clears sewer and drain lines and catch basins for \$350,000.

**IMPACT ON THE OPERATING BUDGET.** The stormwater wetland associated with the CAM004 sewer separation project will require additional maintenance, to ensure the wetland system continues to function as designed. The operational tasks associated with the maintenance will include sediment and trash removal, invasives removal, wetland plant replacement and structural maintenance to the extent necessary.

The design of the Western Avenue Infrastructure Renewal Project includes a number of new elements, for which additional maintenance will be required. Specifically, the project will include a raised bike path, rain gardens and a number of small green spaces. 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.

**COMMUNITY MAINTENANCE & DEV.**  
**- Traffic Calming**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	\$300,000
FY13	\$300,000
FY14	\$300,000
FY15	\$300,000
FY16	<u>\$300,000</u>
	<b>\$1,500,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** Traffic calming focuses on redesigning streets to improve the comfort and safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands and other physical features which calm traffic and enhance safety. The Community Development Department 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. The FY11 appropriation of \$300,000 was used to develop designs for traffic calming on Locke, Woodbridge and Waterhouse Streets and Shea and Meacham Roads, the intersection of Irving and Scott Streets and the intersection of Irving and Kirkland Streets; and for construction costs for projects located on Spring, Linnaean and Waterhouse Streets, which are scheduled to be under construction in 2011.

**FY12 FUNDING.** An allocation of \$300,000 from the Parking Fund will be used for the design and construction of traffic calming measures. Likely projects include the design of projects on streets near Massachusetts Avenue at Garfield/Wendell/Shepard Streets and funding the remainder of construction costs for streets in the Huron Avenue area.

**IMPACT ON THE 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 supports the goal of encouraging non-auto modes of travel.

**FY13-16 FUNDING.** It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Harvard Square Tunnel Improvements**

FY12	<b>\$2,000,000</b>
FY13	-
FY14	-
FY15	-
FY16	-
	<u><b>\$2,000,000</b></u>

**STATUS OF PRIOR YEAR PROJECTS.** The City appropriated \$550,000 towards the design of restoration of the Harvard Square Tunnel, also known as the Cambridge Street Underpass, in the fall of 2009 and an additional \$2.5 million in the FY11 budget. The design effort associated with the repair of this structure is presently ongoing with the expectation that some of the necessary utility repair work will begin this summer.

**FY12 FUNDING.** It is expected that the major restoration effort associated with the tunnel will begin in the spring of 2012, starting with the replacement of the waterproofing on the roof of the structure, then progressing to the walls, floor, approach retaining walls and ramps. It is expected that this work will take approximately one year to complete. An additional \$2.0 million in bond proceeds, coupled with the previous appropriation of \$2.5 million, will be used to fund this project. The above amounts do not reflect any contributions for this project from Harvard University. Harvard University contributed \$250,000 of the \$550,000 appropriated for initial design costs.

**IMPACT ON OPERATING BUDGET.** It is expected that maintenance costs will decrease due to the anticipated improvements.

**FY13-16 FUNDING.** No future funding is anticipated.

**COMMUNITY MAINTENANCE & DEV.  
- Kendall Square Surface Improvements**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	<b>\$300,000</b>
FY13	<b>\$2,500,000</b>
FY14	<b>\$2,500,000</b>
FY15	-
FY15	-
	<u><b>\$5,300,000</b></u>

**STATUS OF PRIOR YEAR PROJECTS.** The City has recently executed a contract with the \$500,000 appropriated in FY11 for the design of the surface infrastructure in Kendall Square. It is expected that this design effort will be ongoing for the next 18 months. DPW and CDD will lead the process, working with a Community Design Committee appointed by the City Manager.

**FY12 FUNDING.** \$300,000 in bond proceeds will address some immediate repairs in the area, recognizing that the larger construction project may be delayed pending the completion of the design process. These funds will also be used to facilitate coordination among the various consultants working on the design and planning projects for this area.

**IMPACT ON THE OPERATING BUDGET.** It is expected that maintenance costs will decrease due to the improvements described in the above section.

**FY13-16 FUNDING.** \$5,000,000 will be allocated in Bond Proceeds between FY13-14 to allow construction to proceed immediately after design is completed for the Main Street area. The project will extend from the intersection of Main Street and Broadway to the intersection of Main and Ames Streets. The expectation is that the project will provide enhanced access to the various transportation facilities in the area, together with an enhanced streetscape environment with new sidewalks and roadways, new pedestrian-scale lighting, street furniture, new trees and other beautification measures. The City will also look to the various stakeholders in the area to further advance improvements to complete the restoration presently contemplated by the City.

**COMMUNITY MAINTENANCE & DEV.  
- Façade Improvement Program**

<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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<b>FY12</b>	<b>\$100,000</b>
<b>FY13</b>	<b>\$100,000</b>
<b>FY14</b>	<b>\$100,000</b>
<b>FY15</b>	<b>\$100,000</b>
<b>FY16</b>	<b><u>\$100,000</u></b>
	<b>\$500,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Façade Improvement Program is used throughout the City to support business owners with matching grants of up to \$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 FY11 the Façade Improvement Program’s capital budget allocation of

\$100,000 supported five façade improvements and six signage and lighting projects, as well as design services for nine participants. Examples include Jose Mateo Ballet Theater, Life Alive Organic Café, Sudo Shoes and Flour Bakery & Cafe, among others.

**FY12 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, ten signage & lighting improvement projects, and design services for ten additional participants in the program.

**IMPACT ON THE 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.

**FY13-16 FUNDING.** It is anticipated that this program will receive funding in future years.

**COMMUNITY MAINTENANCE & DEV.  
- Employment Program Fund**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY12	\$355,000
FY13	\$355,000
FY14	\$355,000
FY15	\$355,000
FY16	<u>\$355,000</u>
	<b>\$1,775,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

**FY12 FUNDING.** The FY12 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.

**FY13-16 FUNDING.** It is anticipated that Community Development Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.  
- Housing Rehab and Development**

<b>FY12</b>	<b>\$850,090</b>
<b>FY13</b>	<b>\$850,090</b>
<b>FY14</b>	<b>\$850,090</b>
<b>FY15</b>	<b>\$850,090</b>
<b>FY16</b>	<b><u>\$850,090</u></b>
	<b>\$4,250,450</b>

**STATUS OF PRIOR YEAR PROJECTS.** This program combines the capital fund allocation with funds from the HOME Program, Affordable Housing Trust Fund and other public and private sources to finance renovations to existing housing units and the development of new units.

**FY12 FUNDING.** \$850,090 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 \$594,440 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) (\$420,000) and Homeowners' Rehab, Inc. (HRI) (\$174,440). In addition, \$105,650 will support the 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 \$150,000 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.

**FY13-16 FUNDING.** It is anticipated that Block Grant funds will continue to support this program.



**COMMUNITY MAINTENANCE & DEV.  
- Neighborhood Business Development**

PUBLIC INVESTMENT FUND	BUDGET
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FY12	\$150,000
FY13	\$150,000
FY14	\$150,000
FY15	\$150,000
FY16	<u>\$150,000</u>
	<b>\$750,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** The FY11 allocation of \$150,000 in Block Grant funds was used to support the City’s economic development programs for low- and moderate-income individuals, including financial literacy and business planning workshops, Best Retail Practices program grants, 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.

**FY 12 FUNDING.** A total allocation of \$150,000 will be used to support a range of Economic Development workshops and programs. Funds in the amount of \$49,000 will support the continued work of the Center for Women & Enterprise for small business workshops including “E-Commerce - Building a Web Presence” and “Making Your Business More Profitable” as well as financial literacy training in the fundamentals of personal financial management. \$20,000 will be allocated to the Retail Best Practices grant program, which provides small grants to income-eligible businesses to implement improvements related to interior design, merchandising, marketing or operations. 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- and moderate-income individuals obtain skills for jobs in the biomedical industries. \$50,000 will be allocated from prior year funds to continue support of a green jobs training program through FY12.

**IMPACT ON OPERATING BUDGET.** The primary goal of these programs 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 biomedical and energy efficiency fields. These programs provide 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.

**FY13-16 FUNDING:** It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

<b>PUBLIC INVESTMENT FUND</b>	<b>BUDGET</b>
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**COMMUNITY MAINTENANCE & DEV.  
- Public Art Conservation Fund**

<b>FY12</b>	<b>\$30,000</b>
<b>FY13</b>	<b>\$30,000</b>
<b>FY14</b>	<b>\$30,000</b>
<b>FY15</b>	<b>\$30,000</b>
<b>FY16</b>	<b><u>\$30,000</u></b>
	<b>\$150,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** In FY11, 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 sculptures and murals. Based on the findings, significant research and treatment was performed on existing artworks at the Green Street Garage, Paine Park, Quincy Park, Central Square, Taylor Square, Yerxa Road Underpass and the Cambridge Community Center.

**FY12 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.

**FY13-16 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.

# SUMMARY: HUMAN RESOURCE DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY12	FY13	FY14	FY15	FY16	TOTAL
Parks and Recreation	\$1,383,000	\$1,883,000	\$1,483,000	\$1,623,000	\$83,000	\$6,455,000
Accessibility Improvements	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>250,000</u>
	\$1,433,000	\$1,933,000	\$1,533,000	\$1,673,000	\$133,000	\$6,705,000

FIVE YEAR REVENUE PLAN						
	FY12	FY13	FY14	FY15	FY16	TOTAL
Property Taxes	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
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	<u>1,300,000</u>	<u>1,800,000</u>	<u>1,400,000</u>	<u>1,540,000</u>	-	<u>6,040,000</u>
	\$1,433,000	\$1,933,000	\$1,533,000	\$1,673,000	\$133,000	\$6,705,000

PUBLIC INVESTMENT FUND	BUDGET
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**HUMAN RESOURCE DEVELOPMENT  
- Parks & Recreation**

FY12	<b>\$1,383,000</b>
FY13	<b>\$1,883,000</b>
FY14	<b>\$1,483,000</b>
FY15	<b>\$1,623,000</b>
FY16	<u><b>\$83,000</b></u>
	<b>\$6,455,000</b>

**STATUS OF PRIOR YEAR PROJECTS.** An allocation of \$700,000 from bond proceeds, added to \$20,000 from golf course revenues and \$35,000 from Property Taxes, combined for a total budget of \$755,000 to finance the following projects in FY11:

- **Danehy Park Soccer Field and Track (\$700,000)** - An allotment of \$700,000 from Bond Proceeds will be used to replace the existing artificial turf on the soccer

Field at Danehy Park as well as for resurfacing the 400 meter running track. The project is scheduled to begin in early June 2011 and be completed by mid - August 2011.

- **Improvements to the Thomas P. O'Neill, Jr. /Fresh Pond Clubhouse (\$20,000)** - An allotment of \$20,000 from golf course fees will be used for clubhouse improvements during the spring of 2011.
- **Beautification (\$35,000)** - These funds will be used to continue the seasonal flower program that includes the construction of new planting sites as well as enhancement of existing high profile intersections.

**FY12 FUNDING.** An allocation of \$1,300,000 from bond proceeds, combined with \$20,000 from golf course revenues, \$28,000 in recreation activity fees and \$35,000 from Property Taxes, will finance the following projects:

- **Renovation of Alberico, David Nunes and Fulmore Parks (\$1,240,000)** - An allotment of \$1,240,000 will be used for improvements to Alberico Park (\$400,000); David Nunes Park (\$400,000) and Fulmore Park (\$440,000). Existing pressure treated wood playground equipment at all three playgrounds will be replaced with equipment that will encourage imaginative play and interaction with natural materials. Additional replacements include safety surfacing, fences, signage, addition of a small water play feature at Alberico, basketball and street hockey court repairs, general landscaping, irrigation and drainage.
- **Beautification (\$35,000)** - These funds are for the ongoing effort to implement plant material color displays at City-wide sites including hanging planters and the creation of new planting opportunities.
- **Riverside Press Park Community Garden (\$60,000)** - The City Manager and the City Council identified expanding the Cambridge Community Garden Program as a priority. In response, the Open Space Committee has identified Riverside Press Park as a new, universally accessible, community garden location.
- **Improvements to Thomas P. O'Neill, Jr/Fresh Pond Golf Course (\$20,000)** - An allotment of \$20,000 from golf course fees will be used for clubhouse improvements.

- **War Memorial Recreational Facility and Gold Star Mothers Pool (\$28,000)** This allotment will establish a capital budget with revenue from user fees at the War Memorial Recreation Center, in order to sustain and maintain the recent major renovations to both facilities.

**IMPACT OF OPERATING BUDGET.** It is expected that the annual maintenance budget for parks may increase in future years as parks are either renovated or constructed.

**FY13-16 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. \$1,150,000 in Bond Proceeds in FY13 will fund Danehy Park Soccer Field improvements and other renovations and \$650,000 in Bond Proceeds will finance renovations to Sacramento Field. An additional \$1,400,000 in Bond Proceeds in FY14 funds will finance the Cambridge Common Improvements (\$1,000,000) and Hurley Tot Lot (\$400,000). \$1,540,000 in Bond Proceeds in FY15 will fund additional Danehy Park Soccer Field Renovations.

It is anticipated that the allocation of \$83,000 for beautification (\$35,000), Golf Course Improvements (\$20,000) and War Memorial Recreation Facility/Gold Star Mothers Pool (\$28,000) will be funded in each year.

**PUBLIC INVESTMENT FUND****BUDGET****HUMAN RESOURCE DEVELOPMENT  
- Accessibility Improvements**

<b>FY12</b>	<b>\$50,000</b>
<b>FY13</b>	<b>\$50,000</b>
<b>FY14</b>	<b>\$50,000</b>
<b>FY15</b>	<b>\$50,000</b>
<b>FY16</b>	<b>\$50,000</b>
	<b><u>\$250,000</u></b>

**STATUS OF PRIOR YEAR PROJECTS.** Allocations of \$50,000 to this cost center have been made for each of the past 15 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 \$489,100 was allocated for the Collins Branch Library accessibility project, a project deemed essential for the City's ADA compliance. This

allocation included \$252,335 in funds from previous allotments to the Accessibility Improvements project in addition to \$236,765 in Community Preservation Act funds. Now that the Collins Branch construction has concluded and a final accounting of all of the other funding sources for this project has been completed, including Community Preservation Act funds and other sources, a balance of \$131,915 in ADA Capital funds remains. These funds will be allocated to the pending projects as follows:

<b>Project</b>	<b>Estimated Cost</b>
Sullivan Chamber rostrum access design	\$ 16,260
Frazier Building wheelchair lift design	15,780
Replace fire alarm box pedestals	18,375
City website accessibility	20,000
Frazier Building Wheelchair Lift construction	51,500
Accessible raised beds for community gardens	10,000
<b>TOTAL</b>	<b>\$131,915</b>

**FY12 FUNDING.** In order to continue the program of making public facilities more accessible to people with disabilities, the \$50,000 allocation for FY12 will be allocated for ADA improvements, as follows:

<b>Project</b>	<b>Estimated Cost</b>
Sullivan Chamber rostrum construction	\$31,625
Replace fire alarm box pedestals	18,375
<b>TOTAL</b>	<b>\$50,000</b>

**IMPACT ON THE 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.

**FY 13-16 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					
	FY12	FY13	FY14	FY15	FY16	TOTAL
School Equipment/Renovations	<u>\$3,000,000</u>	<u>\$30,600,000</u>	<u>\$2,000,000</u>	<u>-</u>	<u>20,000,000</u>	<u>\$55,600,000</u>
	\$3,000,000	\$30,600,000	\$2,000,000	-	20,000,000	\$55,600,000

	FIVE YEAR REVENUE PLAN					
	FY12	FY13	FY14	FY15	FY16	TOTAL
Bond Proceeds	<u>\$3,000,000</u>	<u>\$30,600,000</u>	<u>\$2,000,000</u>	<u>-</u>	<u>\$20,000,000</u>	<u>\$55,600,000</u>
	\$3,000,000	\$30,600,000	\$2,000,000	-	\$20,000,000	\$55,600,000

PUBLIC INVESTMENT FUND	BUDGET
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**EDUCATION**  
**- School Equipment/Renovations**

FY12	<b>\$3,000,000</b>
FY13	<b>\$30,600,000</b>
FY14	<b>\$2,000,000</b>
FY15	-
FY16	<b><u>\$20,000,000</u></b>
	<b><u>\$55,600,000</u></b>

**STATUS OF PRIOR YEAR PROJECTS.** An allocation of \$600,000 was made in the FY11 Capital Budget. These funds have been used to cover a variety of building envelope repairs and energy efficiency projects for school buildings in collaboration with the Department of Public Works. \$400,000 was allocated to energy efficiency projects in various school buildings (lighting, boiler replacement, HVAC systems), and \$200,000 allocated to the purchase of an energy management system.

**FY12 FUNDING.** An allocation of \$3,000,000 in Bond Proceeds will be used towards architectural design for the first elementary school to be either rebuilt or renovated as part of the multi-year Elementary School Rebuilding Program. This appropriation coincides with the recently adopted Innovation Agenda 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.

**IMPACT ON OPERATING BUDGET.** This will provide a reduction in energy expenses and the additional costs associated with maintenance.

**FY13-16 FUNDING:** \$30,000,000 in bond proceeds will be used in FY13 to fund either the rebuilding of or renovations to the first elementary school, plus \$600,000 for other scheduled renovation projects. In FY14, \$2,000,000 is allocated to cover the design costs for either the rebuilding of or renovations to a second elementary school building, with \$20,000,000 budgeted for construction costs for the second elementary school building in FY16.

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2011

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 EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
<b>GENERAL GOVERNMENT</b>								
	Mayor	\$446,605	\$111,130	\$29,500		\$587,235		\$587,235
	Executive	1,456,790	504,400	38,700		1,999,890		1,999,890
	City Council	1,501,205	41,900	59,855		1,602,960		1,602,960
	City Clerk	904,010	56,110	4,420		964,540		964,540
	Law	1,393,890	506,655	212,245		2,112,790		2,112,790
	Finance	8,921,150	2,846,935	215,120	\$62,800	12,046,005		12,046,005
	Employee Benefits	30,083,865	839,100			30,922,965		30,922,965
	General Services	217,945	521,270			739,215		739,215
	Election	693,470	366,740	2,270		1,062,480		1,062,480
	Public Celebrations	402,920	387,400	\$1,125		\$791,445		791,445
	Reserve		37,500			37,500		37,500
	<b>TOTAL</b>	<b>\$46,021,850</b>	<b>\$6,219,140</b>	<b>\$563,235</b>	<b>\$62,800</b>	<b>\$52,867,025</b>		<b>\$52,867,025</b>
<b>PUBLIC SAFETY</b>								
	Animal Commission	\$275,205	\$13,305	\$150		\$288,660		\$288,660
	Fire	37,316,340	1,105,225	523,500	\$110,000	39,055,065		39,055,065
	Police	40,745,725	2,066,950	291,500	392,100	43,496,275		43,496,275
	Traffic, Parking & Transportation	6,936,030	3,271,040	23,400	64,000	10,294,470		10,294,470
	Police Review & Advisory Board	100,045	700	3,000		103,745		103,745
	Inspectional Services	2,822,615	123,400	46,425		2,992,440		2,992,440
	License	869,750	57,435	4,725		931,910		931,910
	Weights & Measures	120,000	7,280	2,745		130,025		130,025
	Electrical	1,460,735	1,286,460	1,670	25,000	2,773,865		2,773,865
	Emergency Communications	3,917,360	148,210	15,850	4,000	4,085,420		4,085,420
	<b>TOTAL</b>	<b>\$94,563,805</b>	<b>\$8,080,005</b>	<b>\$912,965</b>	<b>\$595,100</b>	<b>\$104,151,875</b>		<b>\$104,151,875</b>

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>SALARIES &amp; WAGES</b>	<b>OTHER ORDINARY MAINTENANCE</b>	<b>TRAVEL &amp; TRAINING</b>	<b>EXTRA ORDINARY EXPENDITURES</b>	<b>CITY APPRO- PRIATION</b>	<b>STATE ASSESS- MENT</b>	<b>GRAND TOTAL</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>								
	Public Works	\$19,139,305	\$10,784,520	\$104,030	\$370,000	\$30,397,855		\$30,397,855
	Community Development	4,799,625	428,685	11,100	44,210	5,283,620		5,283,620
	Historical Commission	530,540	40,130	800		571,470		571,470
	Conservation Commission	96,705	2,200	1,400		100,305		100,305
	Peace Commission	107,415	10,325	1,850		119,590		119,590
	Cable T.V.	549,625	849,430	3,450		1,402,505		1,402,505
	Debt Service		216,000		44,378,830	44,594,830		44,594,830
	<b>TOTAL</b>	<b>\$25,223,215</b>	<b>\$12,331,290</b>	<b>\$122,630</b>	<b>\$44,793,040</b>	<b>\$82,470,175</b>		<b>\$82,470,175</b>
<b>HUMAN RESOURCE DEVELOPMENT</b>								
	Library	\$6,447,825	\$1,908,980	\$41,650		\$8,398,455		\$8,398,455
	Human Services	18,198,360	2,924,125	80,100	\$25,000	21,227,585		21,227,585
	Women's Commission	207,160	9,535	1,025		217,720		217,720
	Human Rights Commission	217,860	4,055	700		222,615		222,615
	Veterans	300,260	54,900	678,500		1,033,660		1,033,660
	<b>TOTAL</b>	<b>\$25,371,465</b>	<b>\$4,901,595</b>	<b>\$801,975</b>	<b>\$25,000</b>	<b>\$31,100,035</b>		<b>\$31,100,035</b>
	<b>CITY TOTAL</b>	<b>\$191,180,335</b>	<b>\$31,532,030</b>	<b>\$2,400,805</b>	<b>\$45,475,940</b>	<b>\$270,589,110</b>		<b>\$270,589,110</b>
<b>EDUCATION</b>								
	Schools Operating	\$112,859,135	\$25,424,680	\$1,202,235	\$1,233,210	\$140,719,260		\$140,719,260
	<b>TOTAL</b>	<b>\$112,859,135</b>	<b>\$25,424,680</b>	<b>\$1,202,235</b>	<b>\$1,233,210</b>	<b>\$140,719,260</b>		<b>\$140,719,260</b>
<b>INTERGOVERNMENTAL</b>								
	Massachusetts Water Resources Authority		\$21,699,800			\$21,699,800		\$21,699,800
	Cherry Sheet Assessments						\$18,285,305	18,285,305
	Cambridge Health Alliance		6,000,000			6,000,000		6,000,000
	<b>TOTAL</b>		<b>\$27,699,800</b>			<b>\$27,699,800</b>	<b>\$18,285,305</b>	<b>\$45,985,105</b>
	<b>GRAND TOTALS</b>	<b>\$304,039,470</b>	<b>\$84,656,510</b>	<b>\$3,603,040</b>	<b>\$46,709,150</b>	<b>\$439,008,170</b>	<b>\$18,285,305</b>	<b>\$457,293,475</b>

**BE IT FURTHER ORDERED:** That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>TAXES</b>	<b>LICENSES &amp; PERMITS</b>	<b>FINES &amp; FORFEITS</b>	<b>CHARGES FOR SERVICE</b>	<b>INTER-GOVERNMENTAL REVENUE</b>	<b>MISCELLANEOUS REVENUE</b>	<b>GRAND TOTAL</b>
	Mayor	\$555,235				\$32,000		\$587,235
	Executive	1,581,025		\$215,000	\$40,000	163,865		1,999,890
	City Council	1,588,850				14,110		1,602,960
	City Clerk	667,740	\$39,000		238,500	19,300		964,540
	Law	1,962,790	2,500	97,500		50,000		2,112,790
	Finance	10,381,420			558,950	605,635	\$500,000	12,046,005
	Employee Benefits	16,679,140				5,343,825	8,900,000	30,922,965
	General Services	640,390		4,000		94,825		739,215
	Election	952,405			750	109,325		1,062,480
	Public Celebrations	754,745	10,800			25,900		791,445
	Reserve	37,500						37,500
	<b>TOTAL GENERAL GOVT.</b>	<b>\$35,801,240</b>	<b>\$52,300</b>	<b>\$316,500</b>	<b>\$838,200</b>	<b>\$6,458,785</b>	<b>\$9,400,000</b>	<b>\$52,867,025</b>
	Animal Commission	\$268,710	\$18,000	\$1,250	\$200		\$500	\$288,660
	Fire	38,108,515	100,000	4,000	815,550		27,000	39,055,065
	Police	37,546,635	124,765	3,207,925	1,613,355	\$966,595	37,000	43,496,275
	Traffic, Parking & Transportation		302,500	4,663,290	5,298,680		30,000	10,294,470
	Police Review & Advisory Board	103,745						103,745
	Inspectional Services	(818,260)	3,673,200		52,500		85,000	2,992,440
	License	(1,246,260)	2,089,650	6,800	27,720	54,000		931,910
	Weights & Measures	75,100		1,000	36,000	17,925		130,025
	Electrical	2,043,065	22,935		485,000	207,865	15,000	2,773,865
	Emergency Communications	4,085,420						4,085,420
	<b>TOTAL PUBLIC SAFETY</b>	<b>\$80,166,670</b>	<b>\$6,331,050</b>	<b>\$7,884,265</b>	<b>\$8,329,005</b>	<b>\$1,246,385</b>	<b>\$194,500</b>	<b>\$104,151,875</b>

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>TAXES</b>	<b>LICENSES &amp; PERMITS</b>	<b>FINES &amp; FORFEITS</b>	<b>CHARGES FOR SERVICE</b>	<b>INTER-GOVERNMENTAL REVENUE</b>	<b>MISCELLANEOUS REVENUE</b>	<b>GRAND TOTAL</b>
	Public Works	\$21,940,630	\$562,000	\$1,058,195	\$5,233,820	\$1,316,060	\$287,150	\$30,397,855
	Community Development	3,447,940	55,000	125,000	296,395	1,209,285	150,000	5,283,620
	Historical Commission	561,970				5,000	4,500	571,470
	Conservation Commission	59,850			40,455			100,305
	Peace Commission	96,140				23,450		119,590
	Cable T.V.	(94,535)			1,497,040			1,402,505
	Debt Service	25,282,510		128,125	12,075,020	2,066,530	5,042,645	44,594,830
	<b>TOTAL COMMUNITY MAINTENANCE &amp; DEV.</b>	<b>\$51,294,505</b>	<b>\$617,000</b>	<b>\$1,311,320</b>	<b>\$19,142,730</b>	<b>\$4,620,325</b>	<b>\$5,484,295</b>	<b>\$82,470,175</b>
	Library	\$7,945,535		45,000		407,920		\$8,398,455
	Human Services	17,366,055			3,099,405	762,125		21,227,585
	Women's Commission	207,760				9,960		217,720
	Human Rights Commission	222,615						222,615
	Veterans	525,575				508,085		1,033,660
	<b>TOTAL HUMAN RESOURCE DEVELOPMENT</b>	<b>\$26,267,540</b>		<b>\$45,000</b>	<b>\$3,099,405</b>	<b>\$1,688,090</b>		<b>\$31,100,035</b>
	<b>CITY TOTAL</b>	<b>\$193,529,955</b>	<b>\$7,000,350</b>	<b>\$9,557,085</b>	<b>\$31,409,340</b>	<b>\$14,013,585</b>	<b>\$15,078,795</b>	<b>\$270,589,110</b>
	Schools Operating	\$117,231,845		\$100,000		\$22,504,945	\$882,470	\$140,719,260
	<b>SCHOOL TOTAL</b>	<b>\$117,231,845</b>		<b>\$100,000</b>		<b>\$22,504,945</b>	<b>\$882,470</b>	<b>\$140,719,260</b>
	Massachusetts Water Resources Authority				\$21,699,800			\$21,699,800
	Cherry Sheet Assessments	\$16,580,495			505,380	\$1,199,430		18,285,305
	Cambridge Health Alliance	6,000,000						6,000,000
	<b>TOTAL INTERGOVERNMENTAL</b>	<b>\$22,580,495</b>			<b>\$22,205,180</b>	<b>\$1,199,430</b>		<b>\$45,985,105</b>
	<b>GRAND TOTALS</b>	<b>\$333,342,295</b>	<b>\$7,000,350</b>	<b>\$9,657,085</b>	<b>\$53,614,520</b>	<b>\$37,717,960</b>	<b>\$15,961,265</b>	<b>\$457,293,475</b>

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2011

**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 EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water	\$6,035,610	\$4,050,450	\$86,580	\$4,729,980	\$14,902,620		\$14,902,620

**BE IT FURTHER ORDERED:** That the city appropriations in the Water Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER- GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water				\$14,902,620			\$14,902,620

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2011

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

FUNCTION	PROJECT	APPROPRIATIONS	FUNCTION	PROJECT	APPROPRIATIONS
<b>GENERAL GOVERNMENT</b>			<b>COMMUNITY MAINTENANCE &amp; DEV. (cont.)</b>		
	Acquisition of Personal Computers	\$70,000		Sewer Reconstruction	\$2,250,000
	Technology Upgrades	535,000		Traffic Calming	300,000
		\$605,000		Façade Improvement Program	100,000
				Employment Program Fund	355,000
<b>PUBLIC SAFETY</b>				Housing Rehab & Development	850,090
	Fire Vehicles/Equipment	\$80,000		Neighborhood Business Development	150,000
	Fire Station Renovations	25,000		Public Art Conservation Fund	30,000
	Police Station Building Systems	25,000			\$10,710,225
	Replacement of Street Lights/Poles	35,000			
		\$165,000		<b>HUMAN RESOURCE DEVELOPMENT</b>	
<b>COMMUNITY MAINTENANCE &amp; DEV.</b>				Parks & Recreation	\$83,000
	Public Building Renovations	\$100,000		Accessibility Improvements	50,000
	Energy/Transportation Improvements	780,000			\$133,000
	Streets/Sidewalks Reconstruction	2,445,135			
	Park and Cemetery Tree Pruning	100,000		<b>TOTAL</b>	<b>\$11,613,225</b>
	Parking Improvements	500,000			
	Water System Improvements	2,750,000			

**BE IT FURTHER ORDERED:** That the above appropriations are to be financed with the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE	FINANCING PLAN CLASSIFICATION	REVENUE
Property Taxes	\$1,500,000	War Memorial Receipts	28,000
Parking Fund	800,000	Street Preservation Offset Fund (SPOF)	135,000
Sewer Service Charge	2,250,000	Block Grant	1,355,090
Water Service Charge	2,750,000	Chapter 90	1,995,135
Resident Parking Sticker Revenue	780,000	Golf Course Fees	20,000
			\$11,613,225



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**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**