

ANNUAL BUDGET 2013 - 2014

SUBMITTED BY
THE CITY MANAGER,
CAMBRIDGE,
MASSACHUSETTS



Photography courtesy of Cambridge Budget Department



Newly Renovated 5 Western Avenue Building

The cover features the 60,000 square foot former Cambridge Police Station located at 5 Western Avenue, which reopened in Spring 2013 after complete renovation of the interior and restoration of the building exterior. The new occupants include the Cambridge Multi-Service Center, Cambridge Community Learning Center, Cambridge Election Commission vault and the Cambridge Housing Authority. Improvements include a completely restored exterior with new energy efficient windows, a reflective white roof, a new copper roof and gutter system, and brick, limestone and granite facade restoration. The interior renovation includes all new mechanical, electrical and air conditioning systems, a new sprinkler system, a high efficiency boiler, and lighting dimmer system. Many green building products were used in construction to make it eligible to achieve LEED Silver certification.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cambridge
Massachusetts**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill *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, 2012.

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.

TABLE OF CONTENTS

	PAGE
I	
<u>BUDGET MESSAGE</u>	
City Manager’s Submitted Budget Message	I - 1
II	
<u>GENERAL INFORMATION</u>	
Budget Process	II - 1
Budget Calendar	II - 2
Organizational Chart	II - 3
General Profile of City	II - 4
Facts on File	II - 6
Tax Facts	II - 9
Energy Efficiency Initiatives	II - 10
Selected Energy Programs	II - 13
Basis of Accounting and Budgeting	II - 16
Financial Policies and Guidelines	II - 18
Investment Policy	II - 20
Debt Management Policy	II - 25
Debt Ratios	II - 27
Debt Limit	II - 29
Debt Position	II - 30
Reserve Policy	II - 31
Appropriation by Function	II - 32
Appropriation by Statutory Category	II - 33
Revenue by Source	II - 34
Public Investment Appropriations	II - 35
Public Investment Financing Plan	II - 36
General Fund Three Year History	II - 37

Water Fund Three Year History	II - 38
Parking Fund Three Year History.....	II - 39
Appropriated Funds Chart.....	II - 40
Projected Fund Balances.....	II - 41
Position List	II - 46

III FINANCIAL PLAN

SUMMARY: OPERATING AND CAPITAL BUDGETS	III - 1
Five Year Revenue Budget Chart.....	III - 3
Major Revenue Sources.....	III - 4
Operating Budget Summary	III - 12
Taxes	
Summary	III - 13
Real Property Tax	III - 14
Personal Property	III - 15
Motor Vehicle Excise Tax	III - 16
Hotel/Motel Tax.....	III - 17
Corporation Excise.....	III - 18
Meals Excise	III - 19
Interest on Taxes	III - 20
In-Lieu-of-Taxes	III - 21
Licenses & Permits	
Summary	III - 22
Licenses.....	III - 23
Permits	III - 26
Fines and Forfeits	
Summary	III - 28
Charges for Service	
Summary.....	III - 30
Parking Fund.....	III - 31
Water Fund.....	III - 33
Sewer Service Charge.....	III - 34
Fees Summary.....	III - 36
Administration Fees	III - 37
Public Safety Fees.....	III - 39
Electrical Fees.....	III - 40
Human Services Fees	III - 41

Childcare Fees.....	III - 43
Hearing Fees	III - 44
Other Charges	III - 45
Intergovernmental Revenue	
Summary	III - 46
Federal Grants.....	III - 47
State Grants.....	III - 48
State Cherry Sheet.....	III - 49
School & Local Aid	III - 50
Education Reimbursement	III - 51
General Government.....	III - 52
Miscellaneous Intergovernmental Revenue	III - 54
Miscellaneous Revenue	
Summary	III - 55
Interest Earnings	III - 56
Rent/Sale of Property	III - 57
Free Cash	III - 58
Other Miscellaneous Revenue	III - 59

IV SERVICE PROGRAMS

SUMMARY: GENERAL GOVERNMENT	IV - 1
Mayor	IV - 2
Executive	IV - 6
Tourism.....	IV - 12
Affirmative Action.....	IV - 15
Public Information	IV - 17
Employees' Committee on Diversity.....	IV - 19
City Council	IV - 21
City Clerk	IV - 24
Law.....	IV - 29
Finance	
Summary	IV - 32
Administration	IV - 38
Budget.....	IV - 40
Personnel.....	IV - 43
Assessing.....	IV - 46
Purchasing.....	IV - 50

Auditing	IV - 52
Revenue.....	IV - 55
Treasury	IV - 58
Information Technology	IV - 61
Employee Benefits	
Summary.....	IV - 63
Pensions	IV - 67
Insurance.....	IV - 69
Collective Bargaining.....	IV - 71
Other Post Employment Benefits.....	IV - 72
General Services.....	IV - 73
Election Commission	IV - 77
Public Celebrations.....	IV - 82
Reserve	IV - 90
SUMMARY: PUBLIC SAFETY	IV - 91
Animal Commission.....	IV - 92
Fire	IV - 97
Police	
Summary.....	IV - 115
Leadership.....	IV - 125
Operations.....	IV - 130
Support Services	IV - 143
Traffic, Parking & Transportation	
Summary.....	IV - 152
Traffic Control	IV - 157
Parking Control.....	IV - 162
Support Services	IV - 167
Police Review & Advisory Board.....	IV - 168
Inspectional Services.....	IV - 171
License Commission	IV - 175
Consumer Council	IV - 180
Weights & Measures.....	IV - 184
Electrical.....	IV - 188
Emergency Communications	IV - 191

SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT	IV - 199
Public Works	
Summary	IV - 200
Administration	IV - 211
Public Ways	IV - 218
Solid Waste	IV - 226
Parks & Urban Forestry	IV - 233
Cemetery	IV - 236
Public Buildings.....	IV - 238
Vehicles & Equipment.....	IV - 240
Off Hours	IV - 241
Energy	IV - 242
Water	
Summary	IV - 245
Administration	IV - 248
Source of Supply.....	IV - 251
Distribution & Transmission.....	IV - 256
Community Development	
Summary	IV - 260
Administration	IV - 270
Community Planning	IV - 272
Housing.....	IV - 278
Economic Development.....	IV - 282
Environmental and Transportation	IV - 286
Historical Commission.....	IV - 290
Conservation Commission	IV - 298
Peace Commission	IV - 302
Cable TV	IV - 308
Debt Service	IV - 311
SUMMARY: HUMAN RESOURCE DEVELOPMENT	IV - 315
Library	
Summary	IV - 316
Main Library	IV - 323
Branch Libraries.....	IV - 324

Human Services	
Summary	IV - 325
Grants	IV - 331
Administration	IV - 334
Workforce Development.....	IV - 344
Planning & Development.....	IV - 349
Community Schools.....	IV - 352
Recreation	IV - 355
Elderly Services/Council on Aging	IV - 359
Childcare.....	IV - 363
Golf Course.....	IV - 369
Community Learning Center	IV - 370
Youth Programs	IV - 373
Commission on the Status of Women	IV - 377
Human Rights Commission.....	IV - 382
Veterans' Benefits/Services	IV - 386
SUMMARY: EDUCATION	IV - 391
Schools.....	IV - 392
SUMMARY: INTERGOVERNMENTAL	IV - 397
Massachusetts Water Resources Authority.....	IV - 398
Cherry Sheet.....	IV - 399
Cambridge Health Alliance.....	IV - 402

V PUBLIC INVESTMENTS

Public Investment/Summary	V - 1
Summary 2014-2018 Financing Plan.....	V - 4
Public Investment Financing Plan Chart	V - 5
Detail 2014-2018 Financing Plan.....	V - 6
Financing Plan/Sources of Funding	V - 7
Summary 2014-2018 Appropriation Plan	V - 14
SUMMARY: GENERAL GOVERNMENT	V - 17
Acquisition of Personal Computers	V - 18
Technology Upgrades	V - 19
SUMMARY: PUBLIC SAFETY	V - 21
Fire Station/Renovations.....	V - 22
Public Safety/Replacement of Street Lights	V - 23
SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT	V - 25

Public Building Renovations.....	V - 27
Energy/Transportation Improvements	V - 29
Streets/Sidewalks Reconstruction.....	V - 31
Parks & Cemetery Tree Pruning.....	V - 34
Cambridge Common Enhancement Project.....	V - 35
Cable Equipment.....	V - 36
Bike Rack Program.....	V - 37
Sewer Reconstruction	V - 38
Parking Improvements.....	V - 41
Water System Improvements.....	V - 43
Traffic Calming.....	V - 45
Kendall Square Surface Improvements.....	V - 46
Harvard Square Surface Improvements	V - 47
Façade Improvement Program.....	V - 48
Employment Program Fund.....	V - 49
Housing Rehabilitation & Development.....	V - 50
Neighborhood Business Development.....	V - 51
Public Art.....	V - 52
SUMMARY: HUMAN RESOURCE DEVELOPMENT	V - 53
Parks & Recreation	V - 54
Accessibility Improvements.....	V - 56
SUMMARY: EDUCATION.....	V - 59
School Equipment/Renovations.....	V - 60

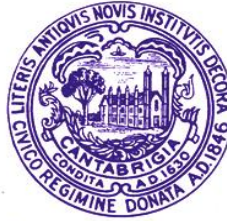
VI APPROPRIATION ORDERS

Appropriation Orders	VI - 1
----------------------------	--------

VII GLOSSARY & INDEX

Glossary.....	VII - 1
Acronym Table.....	VII - 9
Index.....	VII - 12

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 22, 2013

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

I herewith submit for your consideration my 32nd and final proposed Operating and Capital Budgets for the City of Cambridge for FY14 as well as the proposed FY15 - 18 Capital Plan.

The proposed **Operating Budget** of \$507,186,335 represents an increase of \$18,609,014, or 3.81%, over the FY13 adjusted budget. This Budget includes the following:

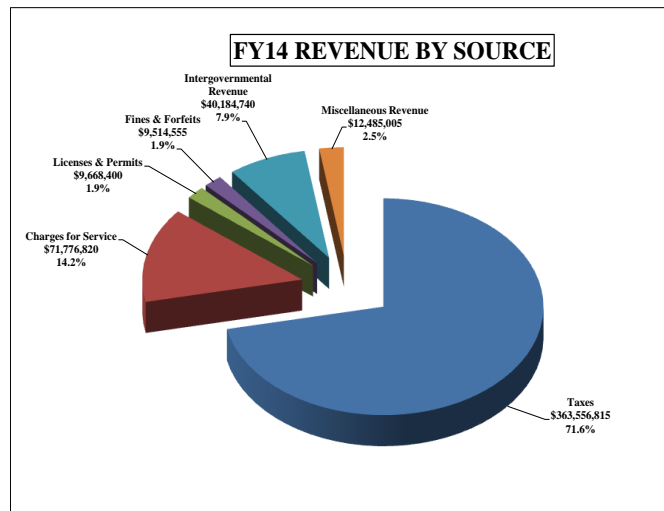
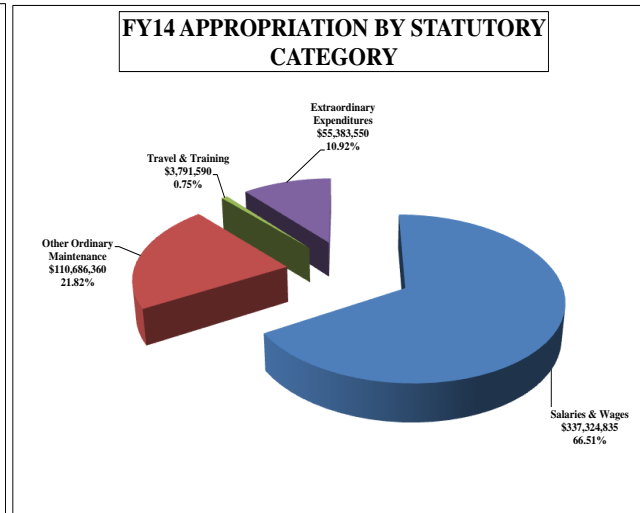
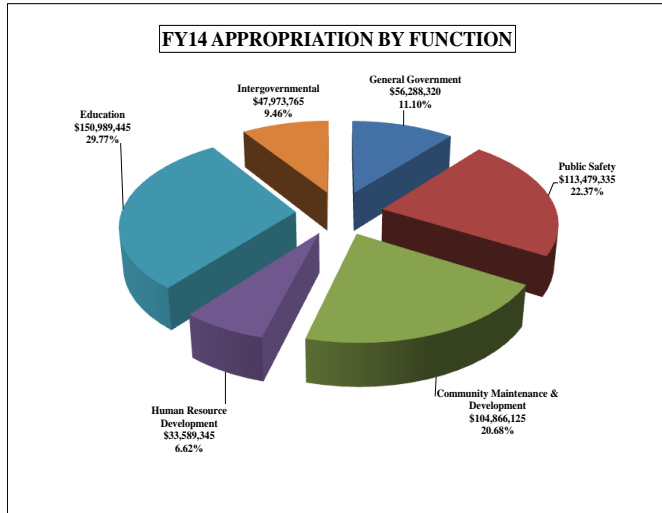
- A total property tax levy of \$330,630,145 to support the General Fund Operating and Capital Budget. This is an increase of \$13,682,375, or 4.32%, from the FY13 Adjusted Budget. The actual tax levy is determined in the fall as part of the property tax and classification process. In addition, the City can make adjustments to budgeted revenues as part of the process.
- A 2.5% Cost of Living Adjustment (COLA) for all non-union employees and for those unions that have settled for FY14. A 5% increase in health insurance, 0% increase in dental and 5.85% increase related to pensions.
- An increase of one full-time position in the IT Division to support network management and a \$200,000 salary allocation to assist with the staffing associated with the ITD Strategic Plan.
- The School Department budget of \$150,989,445 has been adopted by the School Committee. It reflects a 4% increase over FY13.
- A 0% increase in the water rate and a 4.2% increase in the sewer rate, resulting in a 2.9% increase in the combined rate. This is the third consecutive year that the City has been able to produce a 0% increase in the water rate. The sewer rate also saw a 0% increase in FY12 and FY13.

- An OPEB contribution of \$2,000,000 which is \$1,000,000 more than the FY13 allocation.
- State aid is based upon the estimates in the Governor's Proposed Budget released in January 2013, with the exception of education aid. Within the Governor's Proposed FY14 Budget, is a significant increase in education support to be funded by considerable changes to the state's income tax structure. To be conservative, the City used its FY13 Chapter 70 allocation in the event the income tax increase does not pass. However, if these amounts are different than estimated, adjustments will be made in the fall of 2013, 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.
- Parking Fund Revenues will provide \$8,611,840 to support the Operating Budgets of various departments.
- The Health Claims Trust Fund is providing \$8,600,000, an increase of \$100,000, to support the Health Insurance Budget.
- A \$1,000,000 transfer from the City Debt Stabilization to the General Fund to cover debt service related to the School reconstruction program. \$10 million was transferred from Free Cash in FY13 for this purpose.
- \$586,670 will be used from the School Debt Stabilization Fund to cover a portion of the debt costs of the War Memorial Recreation Center.
- \$526,800 has been budgeted from rent proceeds from the Cambridge Housing Authority for 5 Western Avenue as an offset to debt service costs for the renovation of the 5 Western Avenue building.
- \$2,000,000 in overlay surplus balances accumulated from prior fiscal years will again be used to lower the tax levy increase.
- The City will again use \$9 million in Free Cash, plus any local aid adjustments which are not included in the base, as it did in FY13, to lower the property tax levy increase, which is consistent with the City's financial plan.

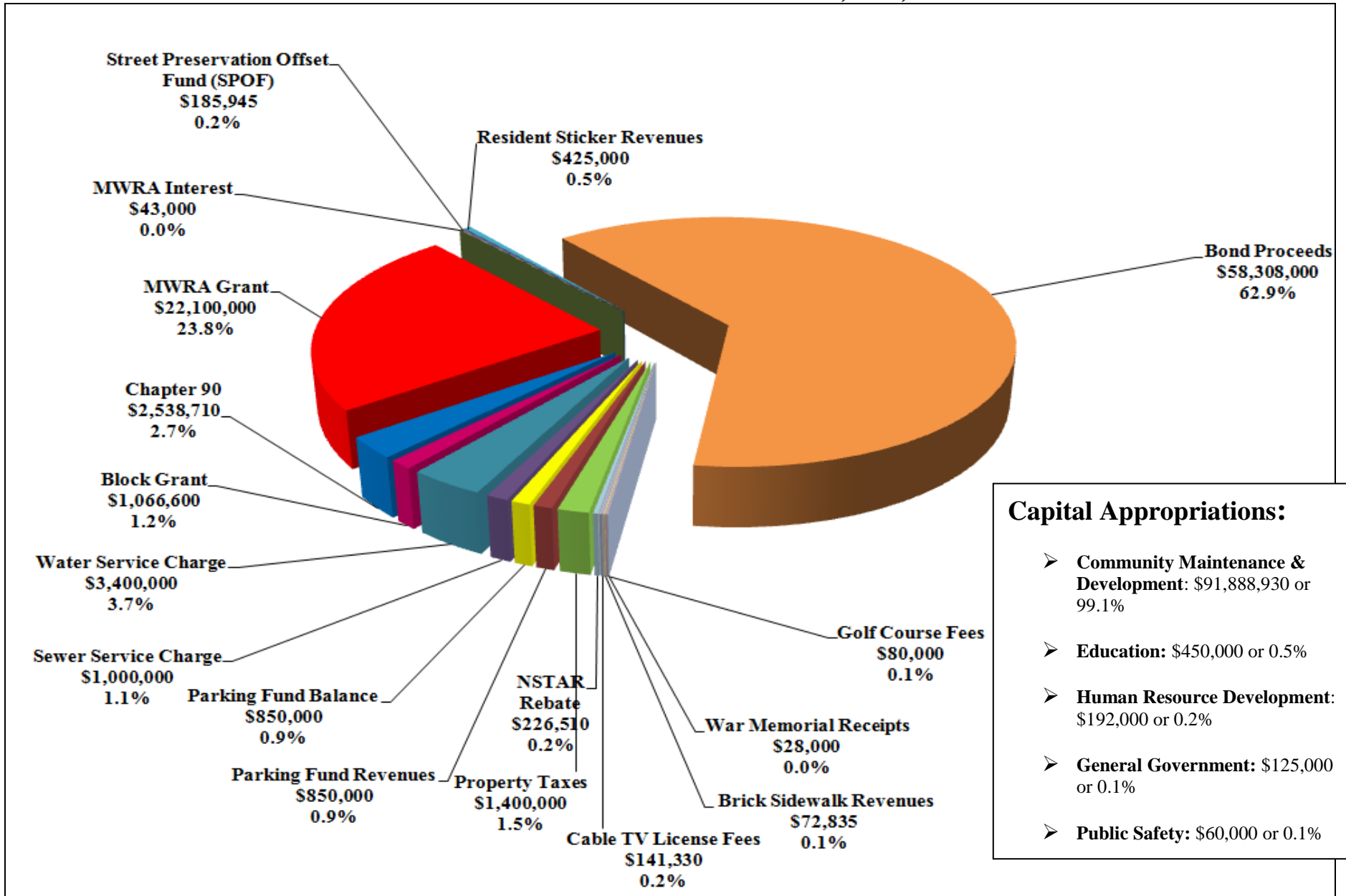
The proposed **Capital Budget** of \$92,715,930 represents an increase of \$53,996,195 over the FY13 Budget. This Budget includes the following:

- The continuation of sewer and stormwater projects at Alewife, Agassiz and Harvard Square (\$54,658,000); Cambridge Common improvements (\$2,150,000); street and sidewalks (\$1,000,000); and Kendall Square surface improvements (\$500,000).
- An MWRA allocation of \$22,143,000 (\$22,100,000 MWRA Grant and \$43,000 in interest) will be used for the Alewife sewer separation & stormwater management program. This is an increase of \$14,043,000 from FY13.
- A \$1,400,000 Pay As You Go /Property Tax allocation. This is an increase of \$175,000 over FY13. See Section V for the list of projects to be funded.
- Water Service Charges of \$3,400,000 to cover all water related capital.
- On February 19, 2013, the City sold \$65,260,000 in General Obligation Bonds to finance such capital projects as the M.L. King Elementary School Renovations (\$33,000,000), Sewer Reconstruction (\$21,405,000), 5 Western Avenue Renovations (\$4,070,000), Improvements to the Harvard Square Tunnel (\$1,500,000), Danehy Park Soccer Field Improvements (\$1,540,000), Acquisition of a Fire Ladder Truck and Pumper (\$1,245,000), Building Renovations (\$1,000,000), Street and Sidewalk Improvements (\$1,000,000) and Kendall Square Improvements (\$500,000). The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 2.04%.

TOTAL OPERATING BUDGET \$507,186,335



TOTAL CAPITAL BUDGET \$92,715,930



INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

In keeping with the practice of recent years, the proposed FY14 Budget closely links the operating and capital expenditure plans with priorities established by the City Council. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures 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 departmental goals that implement City Council priorities.

As part of the City Council's goal setting process, 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 FY14 Budget reflects a 3.88% increase, which is related to costs for salaries, health and pension costs. The FY14 Budget reflects a modest property tax levy increase of 4.32% while maintaining City services and providing for improvements to our infrastructure. This percentage increase is below the 5.6% increase that was included in our five-year financial projections, which were presented to the major credit rating agencies in January 2013. The final property tax levy amount will not be determined until the City Council votes on the City's property tax and classification recommendations in September 2013.
- The City's excess tax levy capacity, an extremely important indicator of the City's financial health, is \$104.1 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 FY12 the certified free cash balance was \$115.8 million, which is the largest free cash balance in the City's history.
- The City retained the rare distinction of being one of approximately 37 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 \$65.260 million in General Obligation bonds, which took place on February 19, 2013. The City received an interest rate of 2.04%. This low rate reflects the credit market's favorable view of Cambridge as a very secure during this time of national economic upheaval and the ongoing fiscal distress of U.S. local governments.
- Produced a 0% increase in the water rate for FY14. This is the third year in a row that the City has produced a 0% increase in the water rate. In FY12 and FY13, the sewer rate also saw a 0% increase. In FY14 the sewer rate is 4.2% with a combined rate of 2.9%.
- 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 2012. Based on this study and a revised funding plan, the City remains on track to fund its unfunded pension liability by 2029.

- In FY13, the City made a contribution of \$1,000,000 to the Other Post Employment Benefit Trust Fund. A contribution of \$2,000,000 is included in the FY14 Budget. The OPEB working group will continue to provide recommendations for funding strategies for the OPEB liability.
- 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.
- In FY13, \$10 million in free cash was transferred to the Debt Stabilization Fund to reduce the debt service costs related to the School reconstruction program in order to minimize the impact on the tax levy. FY14 includes a \$1 million transfer to the General Fund for this purpose.
- Received, for the 28th consecutive year, the Government Finance Officers Association (GFOA) Award for excellence in preparation of the FY13 Operating and Capital Budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting, for the 28th consecutive year.
- Section II of this document contains formal policies on investment practices, debt management and fund balance reserves for approval by the City Council. This practice is recommended by the rating agencies and the GFOA. This practice, coupled with existing financial management practices, has resulted in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "Strong." An FMA of "Strong" indicates that practices are strong, well embedded and likely sustainable.

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

- Convened public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding for affordable housing, historic preservation and open space preservation under the CPA. With the latest appropriation for FY13 of \$9.65 million in CPA funds, the City has been able to appropriate/reserve \$121 million in CPA funds, of which approximately \$42.1 million was derived from state matching funds.
- Worked with the Affordable Housing Trust, non-profit and private developers and the Cambridge Housing Authority, to fund the creation and preservation of 467 homeownership and rental units, with CPA funding support in FY13. Significant accomplishments included: completion of 14 new homeownership units in Wellington-Harrington, which were sold to moderate- and middle-income homebuyers; completion of the redevelopment of 70 family-sized rental units at Lincoln Way; completion of major renovations on 103 units at the Cambridge YWCA; and completion of rehab of 122 units for low-income seniors in Riverside. Rehabilitation plans were prepared for the 50-unit Chapman Arms apartments in Harvard Square and the 32-unit Bishop Allen Apartments in Central Square, both preserved as affordable housing through non-profit purchase in FY12, while new affordable developments were proposed in both Area 4 and North Cambridge.
- Worked with private developers to create 175 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 FY14 Budget contains a recommended School Budget of \$150,989,445, an increase of \$6,001,740 or 4% over the current year. For additional information on the FY14 School Budget, please go to page IV-392, or visit the Cambridge Public Schools web page www.cpsd.us. The Capital Budget also includes funding for the reconstruction of elementary schools in accordance with the Innovation Agenda.
- Human Services (DHSP) successfully implemented the 9th and 10th cycles of Cambridge Works, a transitional jobs program for disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development and job search assistance to help find unsubsidized employment after program completion.
- DHSP completed the fifth cycle of its core Baby U program with a record number of fathers, and strengthened alumni programming to support families to enhance positive changes made by program graduates.
- In collaboration with the Cambridge Police Department (CPD), DHSP's Community Engagement Team conducted door-to-door outreach campaigns in four housing developments, reaching over 2,000 households with information and resources for families.
- DHSP's Office of Workforce Development (OWD) served a record number of 951 youth in the Mayor's Summer Youth Employment Program, by collaborating with regional and state workforce development staff to take advantage of state funding for at-risk youth.
- Cambridge was recognized for the 6th consecutive year 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.
- The Cambridge Arts Council (CAC) supported a second year of the Cambridge Creativity Commons (CCC), a shared space for students and teachers in the Cambridge Public Schools (CPS), designed to engage in exploration of imaginative ideas and the creation of interdisciplinary projects during in-school and out-of-school time. Created through a partnership between the CAC, Lesley University, CPS Visual & Performing Art Department, Cambridge Community Foundation and the Art Institute of Boston at Lesley University, CCC focuses on creative programming for students in grades 6 through 8 aligning with the Upper School initiative as part of the CPS Innovation Agenda.
- CAC coordinated a third year of interactive meetings of the CPS & University Arts Partnership committee, dedicated to working with the local university communities to develop opportunities for collaboration, resource-sharing and direct support for the Department of Visual and Performing Arts at CPS.
- The Cambridge Water Department (CWD) continued to provide school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System, the Walter J. Sullivan Water Purification Facility and the ecological environment at the Fresh Pond Reservation.
- The Community Development Department (CDD) supported skills training for 125 out-of-school youths enrolled in the YouthBuild Just-A-Start AmeriCorps Program and supported Just-A-Start's Cambridge Biomedical Careers program, which enabled 9 Cambridge residents to upgrade their skills in preparation for jobs in the local bio-medical sector.

- DHSP continued workplace education programs providing onsite ESOL and transition to college classes for employees of the Cambridge Health Alliance and Spaulding Hospital Cambridge. DHSP's Career Pathways program provided 24 immigrant adults aspiring to become nursing assistants or home health aides with classes integrating job-related content into instruction in English, math and career awareness.

VALUE AND SUPPORT THE RACIAL, SOCIO-ECONOMIC, CULTURAL AND RELIGIOUS DIVERSITY OF OUR CITY.

- The Employees' Committee on Diversity (ECOD) coordinated logistics and planning for a variety of presentations, films, lectures and cultural awareness events, which this year included events related to the 150th anniversary of the Emancipation Proclamation, and a reading by and discussion with Pulitzer Prize-winning author Junot Diaz. ECOD members assist with the Personnel Department's mandatory diversity training for all new employees.
- CAC 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, Together Festival, DIYDS National Youth Video & Film Festival, the Boston International Latino Film Festival, the Boston Palestine Film Festival and DocYard: Season 4, supporting documentary filmmakers throughout the region at the Brattle Theater.
- The CPD continued its proactive approach to support both diversity and sensitivity awareness through its commitment to providing the highest level of training to staff, especially pertaining to race, ethnicity, gender, sexual orientation and identification. The entire Department participated in a video training sponsored by the Massachusetts Transgender Political Coalition, entitled "Everyone Matters: Dignity and Safety for Transgender People."
- The Women's Commission promoted and met with community leaders on the *Immigrant Women's Roundtable Report: A Comprehensive Look at Immigrant Women and Their Families Living in Cambridge*. Consulted on programming opportunities within the Public Health Department, CCTV and the Community Learning Center, based on the data within the report.
- The Cambridge Human Rights Commission (CHRC), working with members of DHSP's Community Engagement Team, conducted a survey of Immigrant groups' perceptions of human rights in Cambridge. CHRC will work with the survey results to determine methods of outreach to increase awareness of CHRC's services available to marginalized groups.
- The Peace Commission worked with a conflict mediator, the Lesbian, Gay, Bisexual and Transgender (LGBT) Family Liaison and the Cambridge Rindge and Latin School (CRLS) Diversity Coordinator to develop programs and activities, provide training and support to student mediators and staff, and promote alternative models of conflict resolution.
- Across all of DHSP'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, and communication to families and strengthened linkages with schools.

FOSTER COMMUNITY AND SUPPORT NEIGHBORHOOD VITALITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO PARTICIPATE AND TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY.

- CDD initiated the Kendall Square/East Cambridge Open Space Planning Study, working with consultants, the CRA, and a committee of residents, property and business owners to establish a comprehensive plan that integrates the variety of new and existing open spaces in the evolving Kendall Square/Eastern Cambridge area. The process will reflect the vision expressed in the Kendall (K2C2) study of a network of well connected, managed and programmed parks and open spaces.
- The Cambridge Office of Tourism (COT) and the CAC, working with a broad coalition of local arts organizations and community partners, facilitated the designation of Central Square as a cultural district by the Mass Cultural Council. Cultural districts benefit local arts, humanities and science organizations by promoting the area to residents and visitors and by attracting more tourist dollars and tax revenue. To date, Central Square is one of only 14 such districts awarded this designation in Massachusetts.
- CambridgeREADS celebrated its tenth anniversary by selecting Cambridge author Audrey Schulmann's *Three Weeks In December* as this year's book. The Library hosted, celebrated author Zadie Smith, who spoke about her new book, *NW* and Caldecott Award winner Mo Willems and Tom Warburton spoke to a capacity crowd of children and their families.
- Public Works (DPW) supported over 200 special events-ranging from large festivals to neighborhood block parties and youth events through the coordination of the interdepartmental Special Events Committee. DHSP provided staff and programmatic support to numerous community celebrations, including Area IV Community Pride Day, Hoops 'N' Health, Community Gospel Celebration and Arts in the Park events, among others. The City Manager's Office, working with a number of City departments and staff volunteers, coordinated the Citywide Dance Party and Danehy Park Family Day and provided logistical support to the Cambridge Science Festival and Fresh Pond Day.
- DPW engages members of the community in public discourse related to its core mission, including the work of three standing committees-the Recycling Advisory Committee, the Committee on Public Planting and the Rodent Control Task Force to provide the community with opportunities for regular involvement in discussions around core DPW service areas of solid waste management, parks and urban forestry and rodent control.
- The Community Engagement Team, a multi-agency collaborative, reaches out to underserved Cambridge families and connects them to community events and resources, develops community leaders, and supports agencies in working with a diverse community.
- DHSP continued to provide daily meals to elders at both Senior Centers, providing important nutrition and building community with seniors from across the city. The Senior Centers also provided wellness programs, English for Speakers of Other Languages (ESOL), multi-cultural celebrations, computer classes, monthly social events and creative arts activities.

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

- Cambridge was awarded the Robert Wood Johnson Foundation's 2013 "Roadmaps to Health" prize for its community-wide efforts to promote a culture of health. Prize winners were chosen because of their innovative strategies for population-level changes: policy and

environmental improvements that enable people to make healthier choices. Cambridge's Literacy Ambassadors, Men's Health League, Healthy Schools and Health Equity programs were recognized.

- The Cambridge Tobacco Advisory Committee addressed policy, systems and environmental issues associated with the exposure to tobacco products in the city. The Committee, led by the Health Department with representatives from City departments, private sector enterprises and community stakeholders supported efforts to educate and protect area residents, workers and visitors to the city.
- CDD worked with other City departments and neighborhood organizations to broaden access to fresh, healthy food in Cambridge, including providing ongoing design services for schoolyard and community gardens and assistance with permitting and outreach for the city's farmers markets. Kicking off its second season, the winter farmers market at the Cambridge Community Center saw approximately 1,000 people come through the doors. With the Cambridge Food & Fitness Policy Council, provided technical assistance to encourage business endeavors that enhance community access to healthy food and/or fitness opportunities.
- In recognition of the City's ongoing efforts with the GreenSense initiative, Section II contains highlights of the strides made toward energy efficiency and the City's major energy achievements such as LEED certifications.
- As one of the Commonwealth's first Green Communities, Cambridge committed to reducing energy consumption by 20% in five years from its FY08 baseline inventory. Because of the numerous efficiency projects and programs implemented by the City, Cambridge is on track to meet this ambitious goal. To date, 32 buildings have completed or are in the process of completing efficiency projects for a combined projected annual savings of 25,402 MMBtu, while avoiding \$1,019,226 in costs and 2,821 tons of CO₂e emissions. DPW continues to manage energy efficiency upgrade projects and to enhance reporting methods to make energy consumption data of municipal facilities available to the public.
- The Traffic, Parking and Transportation Department (TPT) installed eight new electric vehicle charging stations. These eight stations located throughout the city can accommodate up to 18 electric vehicles (EVs) at any one time.
- CDD's Environmental and Transportation Planning Division will focus on initiatives resulting from the climate vulnerability assessment as well as those already underway to monitor energy use and progress toward energy efficiency goals. Likewise, the Division will continue to apply lessons learned from other municipalities as it expands opportunities for renewable energy use in Cambridge
- The Electrical Department began working with a lighting consultant team to provide design services to determine lighting levels for all streets and prepared bid documents for purchasing and installation of proper lighting fixtures for the conversion to LED street lighting for all neighborhoods.
- The CWD completed the implementation of boiler, lighting and process energy saving measures at the Water Treatment Plant and continues with installation of variable frequency drives (VFDs) on the raw water pumps and solar panels on the building roof. CWD also coordinated the City's purchase of 53.6 acres of watershed land in Lincoln to continue the protection of Hobbs and Stony Brook Reservoirs.
- CDD launched the online Cambridge Solar Map tool to provide technical and financial information to help building owners evaluate the feasibility of rooftop solar photovoltaic (PV) systems and take initial steps toward installation. CDD also facilitated installation of 9 new residential solar hot water systems, through Cambridge Energy Alliance's (CEA) solar hot water rebate initiative for property owners, and

continued its multi-pronged outreach efforts around climate issues, hosting or attending over 60 community events to provide information about energy efficiency and renewable energy.

- DPW's Parks and Urban Forestry Division is responsible for implementing a program of arboriculture for approximately 17,500 public trees, which includes planting, cyclical pruning and responding to service requests and tree-related emergencies. The quality of these efforts have been recognized by the National Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 20th consecutive year, as well as the Foundation's more prestigious Growth Award for the 5th consecutive year.
- DPW has worked through a range of efforts to reduce trash and increase recycling in the city. One area where further reduction in trash tonnage can be achieved is through diverting more organics from the waste stream toward composting programs. This year, DPW completed a feasibility study of a curbside food scraps collection program for residents, as part of the first year of a two-year grant from MassDEP, and will implement a 1 year pilot curbside collection program for 500-800 households in April 2014. DPW also expanded composting programs this year to the Cambridge Senior Center in Central Square, a new drop-off program for residents at the Cambridge Community Center and the Amigos School.

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

- Completed the Kendall Square/Central Square Planning Study (K2C2) working with the respective advisory committees and broader community. The plan and recommendations create a vision for the future of both squares, and the Osborn Triangle area south of Main Street, building upon the special nature of these areas that together constitute a nexus for the local and regional science, technology, innovation and cultural/creative economy. Recommendations focus on continued enhancement of the vibrant, mixed-use nature of the area and emphasize sustainability of future development both at the individual building and neighborhood scale. The plan encourages transit-oriented mixed uses; additional housing development, particularly for middle-income residents; attraction of startup companies that energize the area; and active ground floor programming to create a pleasant walkable, bikeable environment. Consistent with study recommendations, completed work with Forest City Enterprises and MIT to enhance opportunities for growth of the Cambridge innovation economy and new housing.
- CDD provided technical assistance to further strengthen the city's commercial districts and to help independent businesses thrive, including special event planning and logistical support for the Inman Square Business Association; conducting a business inventory and generating property data for the Central Square Business Association and newly-designated Central Square Cultural District; coordinating Huron Village and Observatory Hill business participation in the Huron Avenue roadway reconstruction process; and outreach assistance for Cambridge Local First.
- CDD's Economic Development Division (EDD) provided staff support for the successful application for Central Square to be designated by the State as a Cultural District and for the Central Square Advisory Committee to help develop recommendations for the enhancement and growth of Central Square. EDD conducted the Porter Square Customer Intercept Survey to obtain more detailed market information; acquired responses from 233 individuals and produced a report showing that demand remains strong for outdoor gathering spaces, special events and additions to the retail mix. EDD continues to work with local organizations and City agencies to promote workforce development, local job growth and job matching initiatives.

- The Inspectional Services Department (ISD) introduced an online permitting program that allows the public to apply and pay for permits online and enables viewing the status of active permits which greatly improved the inspection process. *22-CityView* produced a series of "how-to" instructional videos, in conjunction with ISD, to provide step-by-step directions for various permitting forms to aid in ISD's efforts to establish an online presence and expand public access to its services. ISD also implemented the use of tablet computers, by all inspectors in the field, to track the inspection process. The information is uploaded to the Permitting Program in real time.
- The License Commission participated in the pilot program for the Riverside Mobile Foodtruck Program which brought a variety of culinary delights to Riverbend Park on Sundays during the summer months.
- CDD provided assistance to over 140 existing and potential Cambridge entrepreneurs through educational workshops, including "Steps to Starting Your Own Business," "Social Media Boot Camp," "HR for Entrepreneurs," "Accounting Fundamentals for Small Businesses" and "Building a Basic Website."

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

- The Fire Department participated in the Boston UASI's (Urban Areas Security Initiatives) Urban Shield 2012, a multi-discipline, multi-jurisdictional exercise which allowed participants to test capabilities and equipment integral to various homeland security protocols.
- In July 2012, the Fire Department put a new 30 foot fire/rescue boat into service, which came equipped with Chemical Biological Radiological Nuclear Explosive (CBRNE) monitoring equipment, a high volume fire pump system, side imaging sonar and night vision capability for search and rescue, and a climate controlled patient treatment area. The boat, funded through a port security grant, is capable of responding in all weather conditions.
- Emergency Communications continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, through installation of a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters.
- CPD reported another historic drop in crime across the city. Serious crimes recorded in Cambridge during 2012 represented the lowest total of index crimes reported to the Federal Bureau of Investigations (FBI) since Congress enacted the Omnibus Crime Control Act in 1968.
- CPD, in partnership with the Cambridge Public Health Department, DHSP, CPS and the Peace Commission, formed the Cambridge Community Response Network (CCRN), a comprehensive city-wide outreach and response team that embraces a collaborative approach to help members of the community cope with traumatic, violent events. CCRN's goal is to develop and implement a sustainable model of intervention which addresses psychological trauma at the community level.
- In partnership with the Middlesex Sheriff's SafetyNet, the CPD introduced new technology, SafetyNet bracelets, designed to help rescue people with cognitive conditions (including autism, Alzheimer's and other conditions) who are at increased risk of wandering and becoming lost. The SafetyNet service provides public safety agencies with tools and training to more effectively find and rescue these individuals. This alliance gives the Department a valuable tool, and supplements traditional search and rescue procedures.

- TPT formed a new partnership with the Crime Analysis Unit of the CPD in an effort to further reduce vehicle crashes through shared data, analysis methods and tools, and ideas. They focused on pedestrian and bicycle crashes and began annual tracking of crashes at 219 intersections citywide, identifying areas to be targeted for engineering and/or enforcement.
- CDD, in collaboration with TPT, advocated maintaining bike lanes on the BU Bridge by conducting traffic analysis and presenting results to an interagency working group. To expand the local pathway system, CDD worked with the DCR to acquire the majority of the Watertown Branch rail line, including bringing the portion of the line that runs through the Fresh Pond Reservation under City control. CDD represented City interests in ongoing planning for other regional projects such as the Green Line Extension, the Grand Junction Corridor, McGrath/O'Brien Highway and MBTA service planning.
- Following a successful summer launch of Hubway regional bike share program in Cambridge, CDD worked with community partners and funders to add to the initial 24 stations.
- Installed 65 artist-designed bike racks at Cambridge schools and 120 standard racks on public sidewalks. With the tripling of cyclists in Cambridge over the last decade, the City continues to prioritize roadway improvements, amenities and connections to enhance the biking environment.
- TPT assisted CDD in preparing new bicycle parking zoning to support the goal of 10% of all trips in Cambridge be made by bicycle.
- The License Commission developed a Pedicab Pilot Program which will put 20 pedicabs on the streets of Cambridge from March through October 2013. Included with this program is the promulgation of regulations for pedicabs.
- TPT and CDD coordinated with state agencies on the Accelerated Bridge Program construction management plans to minimize disruptions on Cambridge roadways during bridge construction for both the Anderson Bridge, which is currently in construction, and the Longfellow Bridge, which will be under construction starting this summer.
- DPW is responsible for the maintenance and improvement of 125 miles of streets and over 200 miles of sidewalks, and in FY13 managed \$21 million in street and sidewalk improvement contracts at locations identified in the *Five Year Sidewalk and Street Reconstruction Plan*. The *Five Year Plan* is updated annually in close coordination with the City's Commission for Persons with Disabilities, Pedestrian Committee and Bike Committee.
- In addition to constructing long-term improvements to public infrastructure, DPW 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. This fiscal year included a significant response to Hurricane Sandy and to the February 2013 blizzard. Hurricane Sandy, which occurred in October 2012, required crews to respond to approximately 500 emergency requests for service, primarily related to downed trees and limbs.

OUTLOOK AND CONCLUSION

FY12 was an exceptional year financially for the City. Our sound financial practices have left the City with substantial reserves including \$115.8 million in free cash, \$104.1 million in excess levy capacity, \$15.8 million in Parking Fund Balance and \$8.4 million in Water Fund Balance. It is anticipated that the City will also end FY13 in a strong financial position.

Overall, Cambridge remains in favorable standing in comparison to other municipalities both locally and nationally. In fact, the City received very positive feedback in the biennial Citizen Opinion Survey conducted in 2012. Survey results show 94% of respondents indicated the “Overall Quality of Life” as either excellent or good and 96% indicated that Cambridge was either an excellent or good “Place to Live.” The results of the Citizen Opinion Survey should be a source of pride to the City Council, department heads and City staff.

The economic outlook for the City both in the short and long-term is very favorable. This is evidenced by the fact that from 2007 through the fall of 2012, the inventory of commercial real estate grew by 898,000 square feet (s.f.), 2.4 million s.f. is under construction with an additional 3.9 million s.f. ready to go.

Cambridge has maintained and strengthened its position as a national leader in life sciences and high tech. Massachusetts Institute of Technology Investment Management Company (MITIMCO) is building a research facility for Pfizer. The City Council approved MITIMCO’s petition to rezone the district around Kendall Square’s Main Street and Broadway. MITIMCO will redevelop this area with a mix of academic, commercial, housing and open space. This development will generate approximately \$10 million in taxes per year. Biogen Idec is constructing two new buildings. Boston Properties has also begun construction on an expansion for the Broad Institute and is planning expansion for Google at the company’s operations in Kendall Square. Skanska continues development of a self-financed building to tap unmet need for first class office/R&D space at 150 Second Street. Novartis has broken ground on an expansion to its Cambridge campus, including an iconic new building designed by Vietnam Memorial designer Maya Lin. In the North Point area, the EF Foundation, a for-profit educational services company, is busy developing a building to expand its North American headquarters.

Cambridge's success is not limited to established life sciences and high tech companies. Venture capital firms such as Atlas Venture, Bessemer Venture Partners, Highland Capital Partners, Matrix Partners, and Charles River Partners have moved their offices from the suburbs to Cambridge. Venture capital investments in Cambridge enterprises continue to grow as well. According to CB Insights, Cambridge companies received \$305 million in venture capital funding in the third quarter of 2012 in 30 transactions. This is the highest number of deals and the most dollars invested in a single Massachusetts city. Only three states, California, Massachusetts and New York had more venture capital deals than the city of Cambridge, and only four states had a greater investment of venture capital.

The presence of significant numbers of younger technology and other highly educated white collar workers has led to renewed interest in the development of larger rental housing projects catering to the preferred lifestyle of this group. The result is a surge in the development of well located rental housing developments, typically with 100 or more units. In the eastern part of the city, 144 units are under construction at the Watermark II building located at the Cambridge Research Park. In the Alewife area, near the MBTA Red Line Station of the same name, 227 units are under construction on a site on the Concord Turnpike and 429 units on Fawcett Street. 2013 starts are planned for 355 units in a new building located in the Guilford/HYM North Point development, 104 units by Archstone at the Mapleleaf building, also in North Point, and 398 units at 160 Cambridgepark Drive being developed by Hanover.

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

While overall economic conditions have improved, there are ongoing uncertainties that will force us to be cautious in the next fiscal year. These uncertainties include: the impact of possible federal sequestration budget reductions, state aid budget reductions, and the impact of increasing health insurance costs.

Major priorities that will have budget impacts in the near-term will be the planned phasing in of the second school which is part of the Elementary School Rebuilding Program, energy saving initiatives and IT innovations. Funds for the construction phase of the M.L. King School Renovation Project are included in the FY14 Capital Budget. Also, a Free Cash appropriation is anticipated of approximately \$2,000,000 for the second phase of the LED street light replacement, with the remaining \$2,000,000 appropriated next fiscal year. Based on the work of the E-Gov Executive Committee and Project Management Working Group, a supplemental appropriation is expected to support the ITD strategic plan. The Deputy City Manager is looking into ways to improve the City's audio visual capabilities for public meetings and presentations in a variety of municipal venues which will also require a supplemental appropriation.

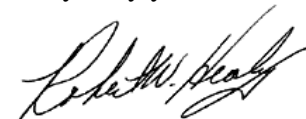
The long-term outlook for Cambridge continues to be very strong as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating. We are able to absorb operating and programmatic costs associated with our new facilities, cover increased salary, fringe benefit and debt service costs. We 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.

I believe we have responded to the City Council's Goal of producing an FY14 Budget which reflects a 3.88% increase and a moderate growth in the property tax levy. The City Council and City Administration continue to operate with the following basic principles: 1) understand that failure to make difficult decisions today will lead to even more difficult decisions in the future; 2) be 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) develop 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 making a significant investment in City and school infrastructure, enhancing the quality of life for residents and promoting business development throughout the city.

Finally, I want to thank all of the Finance Staff and City Council, past and present for the preparation and adoption of fiscally sound Budgets over the many years.

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

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 FY14 was initiated in November 2012. 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.

The budget format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. The emphasis is on further integration of City Council goals. Working within this framework has facilitated the continuing refinement of the budget document. In the FY14 budget, some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments.

The City Manager, in his guidelines, emphasized the need to reduce the growth in budgets by managing positions and identifying other cost reductions so that the following fixed cost increases could be absorbed without having an adverse effect on the total budget: COLA, Pensions and Health Insurance costs could 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. In addition, 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 onetime items from the current year eliminated; departments should expect that reductions could 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 FY14 goal was to submit a budget to the City Council that supports Council priorities and programmatic and operational needs. A particular emphasis has been placed on the 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. For more detail on the budget process, please see the Budget Calendar that follows.

By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager submitted the FY14 Budget to the City Council on April 22, 2013.

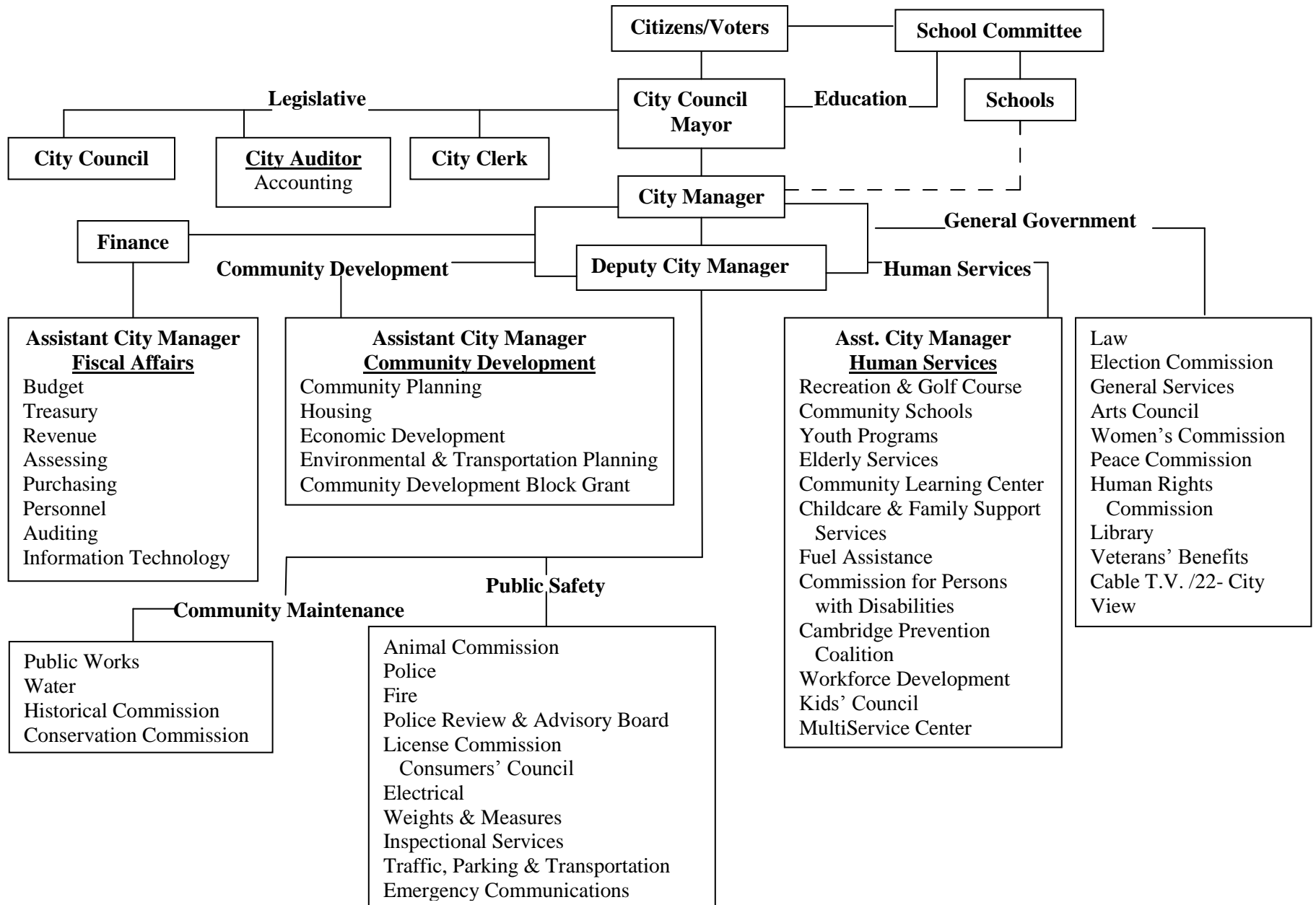
From April 30 – May 16, the City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days within which to act (by June 5). The City Council is projected to adopt the FY14 Budget on May 20, 2013. The Annual Budget for FY14 becomes effective July 1, 2013.

BUDGET CALENDAR

- | | | | |
|---|--|--|--|
| December 5, 2012 | <ul style="list-style-type: none"> ➤ Briefing on FY14 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. | January 28, 2012 through March 25, 2013 | <ul style="list-style-type: none"> ➤ Formal department presentations to the City Manager. |
| December 6, 2012 through December 21, 2012 | <ul style="list-style-type: none"> ➤ All personnel analysis sheets reviewed for accuracy. ➤ All corrections placed on the personnel analysis sheets. ➤ All personnel analysis sheets returned to the Budget Office. | April 22, 2013 | <ul style="list-style-type: none"> ➤ Submission of the City Manager's Budget to the City Council. ➤ Department benchmarks updated as of 3/31/13. |
| January 2013 | <ul style="list-style-type: none"> ➤ 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. | April 30, 2013 through May 16, 2013 | <ul style="list-style-type: none"> ➤ Dates for public hearings on FY14 Budget. |
| January 11, 2013 | <ul style="list-style-type: none"> ➤ 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. | May 20, 2013 | <ul style="list-style-type: none"> ➤ Projected Budget Adopted by City Council. |
| January 25, 2013 | <ul style="list-style-type: none"> ➤ Deadline for Operating Budget submission to the City Manager. ➤ Department benchmarks updated as of 12/31/12 and projected as of 06/30/2013. | June 5, 2013 | <ul style="list-style-type: none"> ➤ Deadline for City Council adoption of the Budget. |
| | | June 28, 2013 | <ul style="list-style-type: none"> ➤ City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution. |
| | | July 1, 2013 | <ul style="list-style-type: none"> ➤ Begin execution of FY14 allotment plans. |

ORGANIZATIONAL CHART

City of Cambridge, Massachusetts



A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

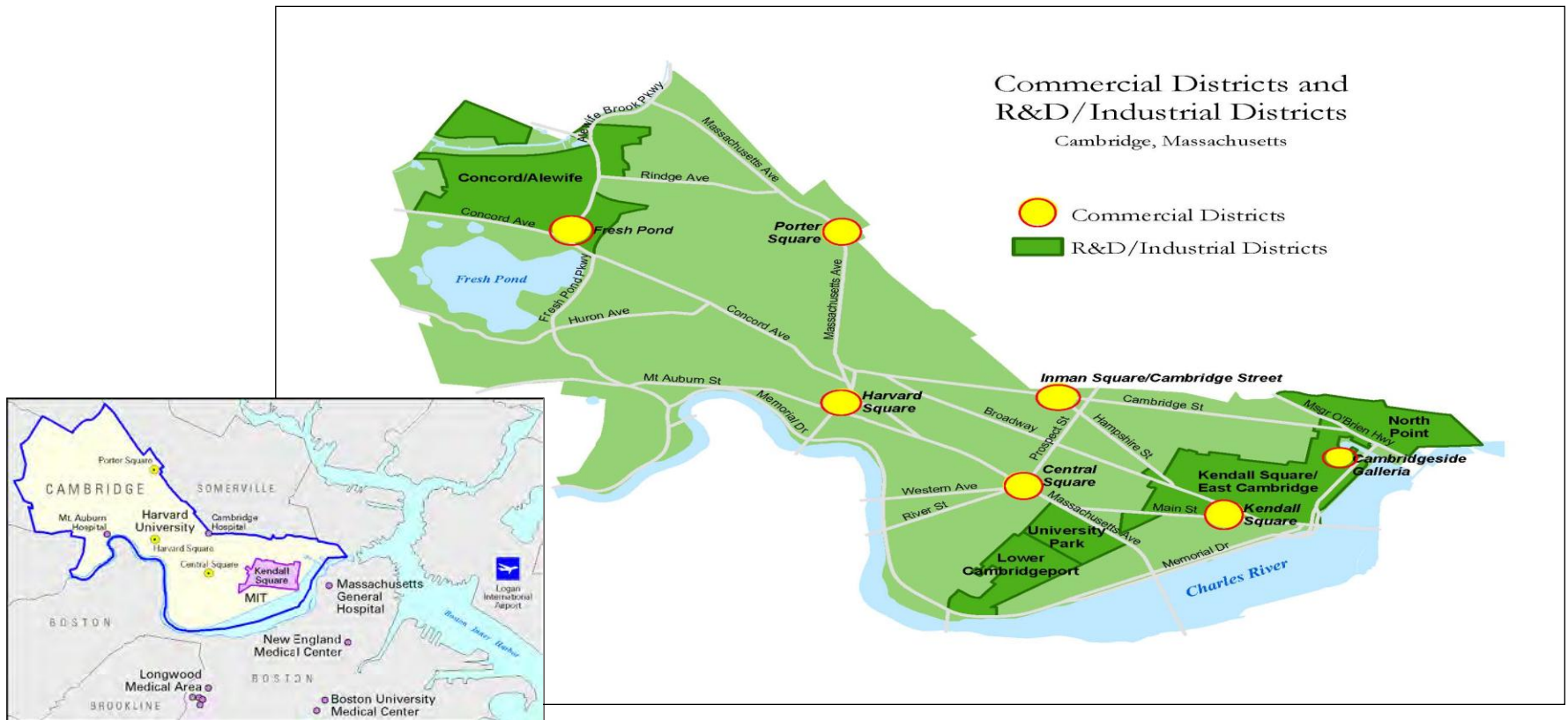
The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. 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 in 1630. It is also home to Lesley University, Cambridge College and the Massachusetts Institute of Technology. Over one-fourth of residents are students, and more than one in four of all jobs are in these institutions. Yet Cambridge is more than a university city. It features high-tech workers and professionals, political activists, street musicians and immigrants from around the world.

- Cambridge residents live closely together; only 10 US cities with a population over 50,000 are denser (Source: 2010 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid Cambridge) (Source: 2010 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates. In addition, there are six Commercial districts and five R&D/Industrial districts, which form the basis of the City's business community.
- Cambridge is ethnically diverse. 67% of all residents are white; 12% are black; 15% are Asian; and 6% are other races, including American Indian, Pacific Islander, or two or more races in combination. Eight percent (8%) of all residents are of Hispanic background (Source: 2010 US Bureau of Census).
- Cambridge is a city of renters. 65.4% of all households rent; 34.6% own. Approximately 7.5% of homes are single family; 14.3% are two families; 12.6 % are three families; 15.8% are in 4-12 unit buildings; 49.8% are buildings of 13 or more units. Of this housing stock, 27% of units are condominiums; 5.6% are mixed use residential/commercial buildings; and 2.4% are rooming houses. 14% of all units are publicly controlled or subsidized for affordability. (Source: 2010 Community Development Department).

- 93.9% of the population of Cambridge who are 25 years or older are high school graduates, while 73.3% of the same age group have completed four or more years of college (Source: 2009-2011 American Community Survey).
- 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. Eight percent (8%) of all jobs are in retail and wholesale trade; 4% are in manufacturing and construction and 1% work in transportation. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Novartis Institute, (5) Mount Auburn Hospital, (6) Biogen Idec, (7) Cambridge Innovation Center, (8) Vertex Pharmaceuticals, (9) Federal Government and (10) Draper Laboratory (Source: Cambridge Community Development Department and cited employers, 2012).
- 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 square mile
Massachusetts Pop. Density	839.4 persons per square mile

POPULATION CHARACTERISTICS

(Source: 2010 US Census Bureau)

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

Persons of Hispanic origin may be of any race.

OTHER DEMOGRAPHIC

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

GOVERNMENT

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

COMMUNITY INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 3/26/2013)	69,628
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 01/01/12)

Type of House	Median Value	FY13 Tax Bill*	# of Parcels
One family	\$699,000	\$4,298	3,801
Two family	\$649,100	\$3,866	2,569
Three family	\$732,300	\$4,586	1,273
Condominium	\$375,300	\$1,495	13,896

*includes residential exemption

INSTITUTIONS OF HIGHER LEARNING

(Source: Cambridge Community Development Department)

	Degree Candidates 2011-2012
Harvard University	17,318
Massachusetts Institute of Technology	10,622
Lesley University	4,816
Cambridge College	2,967



Harvard University



Massachusetts Institute Technology

OFFICE/LAB MARKET FACTS (2012)

Source: CB Richard Ellis

- While landlords enjoyed the low vacancy rates and rising rents, large corporations saw the need to access the rich talent pool, prestigious universities and partnership opportunities.
- Amazon.com took over a 100,000 square feet space at 101 Main St.
- 2012 was a record year for the Cambridge lab market, as demonstrated by the highest level of positive absorption since 2000.
- Lab market vacancy dropped to 7.5 % at year end, 410 basis points lower year-on-year.
- Major leases: Aveo Pharmaceuticals, Amazon, Ironwood Pharmaceuticals, Genzyme/Sanofi and Merrimack Pharmaceuticals.
- Pfizer, Google and Biogen Idec are expanding their presence in Cambridge. Ariad Pharmaceuticals has preleased a building now under construction.

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

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



Genzyme/Sanofi, Kendall Square
Source: Community Development Department

THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Dept. and cited employers, 2012)

Rank	Name of Employer	Nature of Business	Number of 2012 Employees
1.	Harvard University	Education	11,167
2.	MIT	Education	7,824
3.	City of Cambridge	Government	2,925
4.	Novartis	Biotechnology	2,276
5.	Mount Auburn Hospital	Healthcare	1,731
6.	Biogen Idec	Biotechnology	1,530
7.	Cambridge Innovation Center*	Start Up Incubator	1,453
8.	Vertex Pharmaceuticals	Biotechnology	1,420
9.	Federal Government	Government	1,226
10.	Draper Laboratory	Research & Development	1,214

*The Cambridge Innovation Center is a start-up incubator that houses employees from 539 companies



Biogen Idec.
Source: Community Development Department

Cambridge continues to have a high ratio of jobs to residents, enjoying its position as a center of employment in the Boston area. In 2011, the City's employment ratio was 100 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 increased by 1.5%.

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

<i>Per Capita Personal Income ⁽¹⁾</i>						
	2007	2008	2009	2010	2011	Average
United States	\$42,853	\$42,773	\$40,514	\$41,046	\$41,560	\$41,749
Massachusetts	\$54,399	\$54,216	\$51,986	\$52,756	\$53,471	\$53,366
Boston MSA ²	\$59,415	\$59,086	\$56,241	\$57,139	\$57,893	\$57,955
Cambridge ³	\$64,537	\$65,655	\$61,613	\$61,558	\$62,324	\$63,137
Cambridge as % of MA	118.6%	121.1%	118.5%	116.7%	116.6%	118.3%
Cambridge as % of US	150.6%	153.5%	152.1%	150.0%	150.0%	151.2%

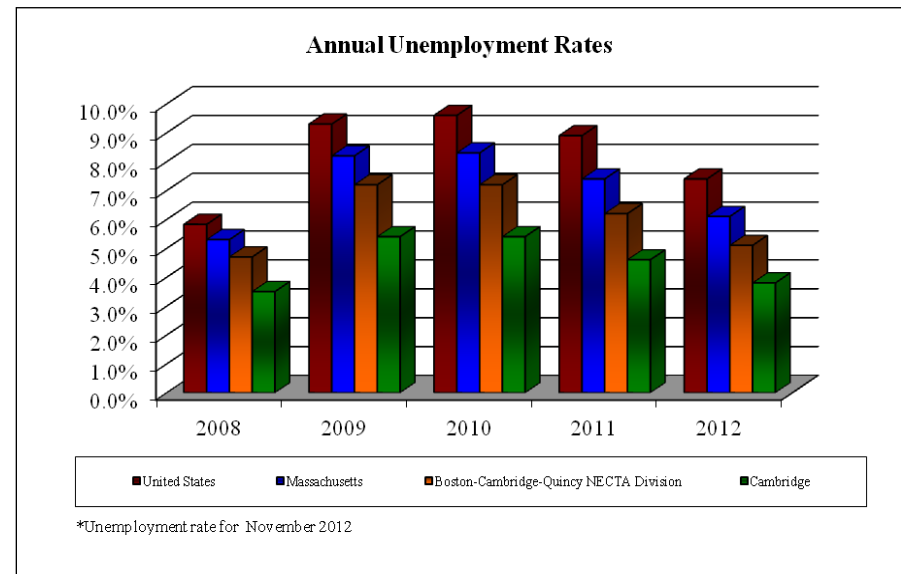
1. All dollar amounts are adjusted to 2011 dollars using the CPI-U-RS (Consumer Price Index Research Series Using Current Methods) as reported by the BLS.
 2. Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area
 3. Cambridge-Newton-Framingham, MA Metropolitan Division of the Boston-Cambridge-Quincy, MA-NH MSA

Source: US Department of Commerce, Bureau of Economic Analysis

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 2012 was 3.8% for Cambridge, 5.1% for the Metro area, 6.1% for the State and 7.4% for the United States.

Percentage Distribution of Jobs by Sector				
	2010		2011	
Other Goods Producing	69	0.1%	64	0.1%
Trade, Transportation & Utilities	8,465	8.1%	8,529	8.1%
Construction	822	0.8%	841	0.8%
Manufacturing	3,006	2.9%	2,775	2.6%
Information	3,248	3.1%	3,746	3.6%
Financial Activities	2,788	2.7%	2,824	2.6%
Professional and Business Services	31,072	29.9%	32,406	30.7%
Education and Health Services	33,853	32.5%	34,653	32.8%
Leisure and Hospitality	9,357	9.0%	9,489	8.9%
Other Services	2,385	2.3%	2,381	2.3%
Government	8,955	8.6%	7,920	7.5%
TOTAL	104,020	100%	105,628	100%

Source: Mass Executive Office of Labor and Workforce Development



Source: Mass Executive Office of Labor and Workforce Development

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2013	\$24,144.0	\$1,070.0	\$25,214.0
2012	23,496.0	951.0	24,447.0
2011	23,202.5	959.6	24,162.1
2010	23,360.6	911.1	24,271.7
2009	23,107.9	768.2	23,876.1

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2013	\$21.50	\$8.66	\$11.90
2012	20.76	8.48	11.23
2011	19.90	8.16	10.08
2010	18.75	7.72	10.28
2009	17.97	7.56	9.88

TAXY LEVY (2004-2013)

Fiscal Year	Total Levy
2013	\$316,947,770
2012	299,090,638
2011	283,961,699
2010	268,662,984
2009	254,945,578
2008	242,334,374
2007	231,787,094
2006	222,960,291
2005	222,953,435
2004	209,599,396

TOP TEN TAXPAYERS FISCAL 2013

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education *	\$1,811,175,900	\$36,490,355	11.51%
BioMed Realty Trust	Commercial	935,211,800	20,012,641	6.31
Boston Properties	Commercial	559,733,000	12,034,260	3.80
Equity Partners	Commercial	364,188,000	7,351,557	2.32
Pres. & Fellows of Harvard College	Education*	377,125,700	5,435,269	1.71
New England Development	Commercial	232,700,000	5,003,050	1.58
Novartis Pharmaceuticals	Commercial	222,727,600	4,788,643	1.51
PREEF American Reit II Corp.	Commercial	198,976,500	4,277,995	1.35
RB Kendall Fee LLC	Commercial	179,527,300	3,846,386	1.21
Alexandria Real Estate	Commercial	162,993,400	3,440,417	1.09
		\$5,044,359,200	\$102,680,573	32.39%

*Does not include Payments in Lieu of Taxes on exempt property

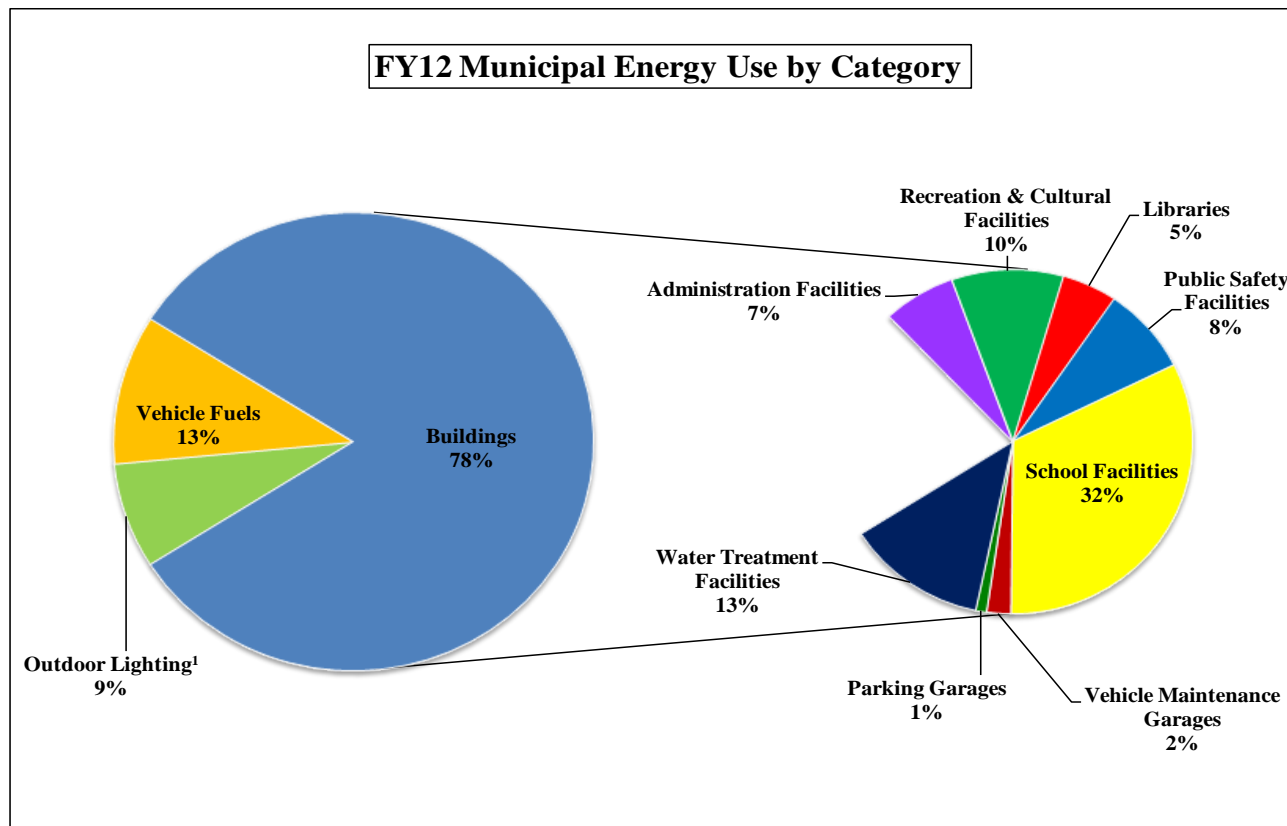
Commercial Tax Rate Comparison	FY 13 Tax Rate (per \$1,000)	FY 12 Tax Rate (per \$1,000)	FY 11 Tax Rate (per \$1,000)
Cambridge	\$ 21.50	\$ 20.76	\$ 19.90
Brookline	\$ 18.97	\$ 18.58	\$ 18.30
Somerville	\$ 22.38	\$ 21.85	\$ 21.21
Boston	\$ 31.96	\$ 31.92	\$ 31.04
Watertown	\$ 27.15	\$ 26.64	\$ 25.87

Residential Tax Rate Comparison	FY 13 Tax Rate (per \$1,000)	FY 12 Tax Rate (per \$1,000)	FY 11 Tax Rate (per \$1,000)
Cambridge	\$ 8.66	\$ 8.48	\$ 8.16
Brookline	\$ 11.65	\$ 11.40	\$ 11.30
Somerville	\$ 13.42	\$ 13.09	\$ 12.71
Boston	\$ 13.14	\$ 13.04	\$ 12.79
Watertown	\$ 14.68	\$ 14.40	\$ 13.92

ENERGY EFFICIENCY INITIATIVES

Efficient use of energy in City operations continues to be a high priority for the City of Cambridge. In addition to electricity and natural gas, the City uses heating oil, propane, gasoline, diesel and solar electric to power its municipal facilities and operations. Streetlights, athletic fields, youth and senior centers, waste trucks, plows, emergency generators, schools, water and sewer pumps, pedestrian pathways, libraries and traffic signals are just some of the many services provided by the City that require energy. Over the past five years, the City has taken tremendous steps towards reducing energy consumption through building efficiency projects, greening the vehicle fleet, and employee education programs.

The chart below illustrates how municipal facilities account for the majority, or 78%, of the City's total energy use in FY12. Buildings are further broken out by facility type.

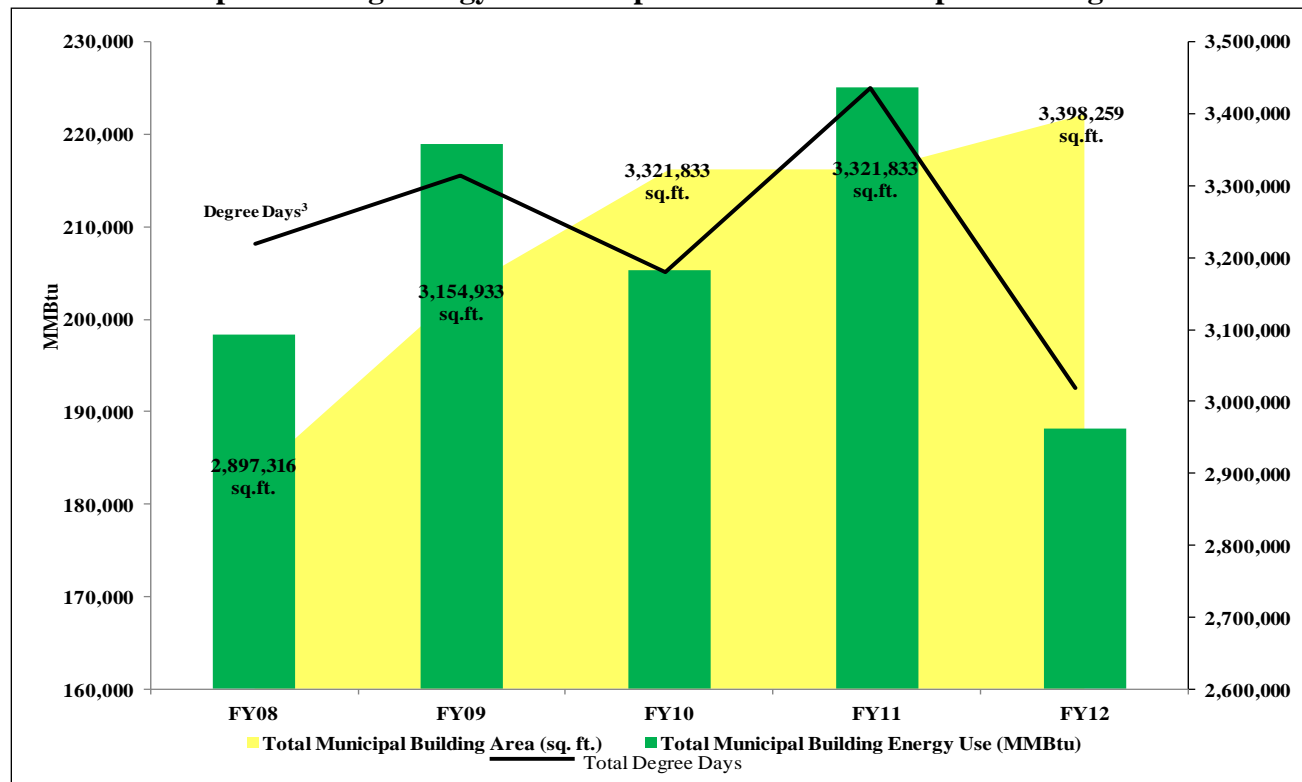


¹ Includes street lights, traffic signals, parks, athletic fields and parking lots.

Source: Department of Public Works

The majority of the City's energy consumption is related to the operation of the City's 74 facilities. Despite the growth in the City's overall building square footage, which increased by 17% between FY08 and FY12, (with the opening of the Robert W. Healy Public Safety Building, War Memorial Recreation Center, Russell Youth & Community Center and Main Library expansion in FY09 and FY10, and the acquisition of the Foundry Building in FY12), the City's commitment to energy efficiency led to a *decrease* in total energy by 6% over the same period.

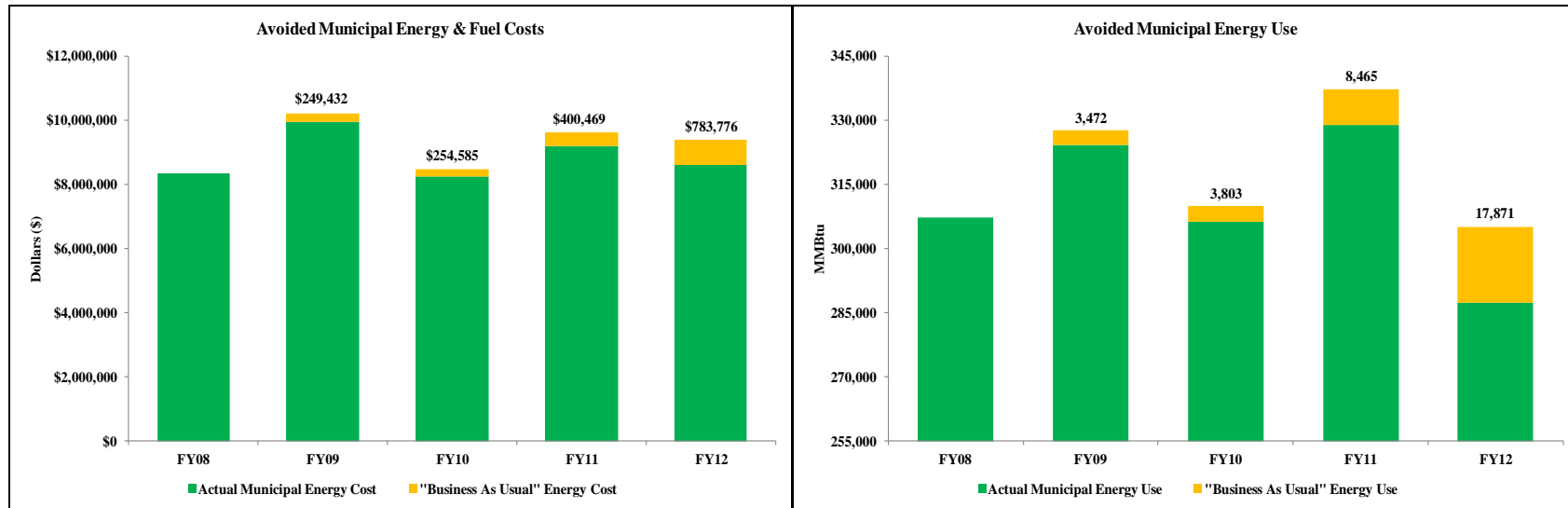
FY08-FY12 Municipal Building Energy Use- Compared to Total Municipal Building Area and Weather



Source: Department of Public Works

The chart above displays the relationship between energy use, building area, and weather intensity (shown in degree days). Despite significant increases in building area and extreme variability in weather intensity, the City is using energy at its facilities more efficiently, decreasing the average amount of energy used per square foot (EUI) by 20% from FY08 to FY12. The City continues to improve data collection and analysis of energy use, and is seeking to have weather-normalized data available for all municipal buildings in FY14.

Between FY08 and FY12, the City invested approximately \$4.5 million in energy retrofits and building upgrades at 29 municipal and school facilities. These projects save an estimated 3 megawatt hours of electricity and over 73,000 therms of natural gas annually, avoid \$783,776 in energy costs and 1,916 tons of CO₂e emissions annually. This is the equivalent to the emissions generated by the energy use of 89 average American homes. Multi-year efficiency projects totaling \$6.9 million which began in FY13 are expected to save an additional 6,900 MMBtu annually.



Source: Department of Public Works

Source: Department of Public Works

Without these energy saving initiatives, the City would have spent an additional \$1.6 million in utility costs, and used almost 34,000 MMBtu more energy, releasing an additional 7.4 million lbs of greenhouse gas emissions.

FY08-FY12 Energy Use Facts:

	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>	<i>FY12</i>
Total City Energy Use (MMBtu ¹)	307,256	324,094	306,125	328,744	287,212
Total City CO ₂ e ² Emissions (lbs)	66,668,465	66,473,764	62,248,701	65,986,582	60,109,839
Total City Energy & Fuel Cost (\$)	\$8,341,447	\$9,937,149	\$8,221,762	\$9,196,947	\$8,582,834
Total Degree Days ³ – 65° base	6,256	6,494	6,154	6,802	5,749
Total Municipal Building Area (sq. ft.)	2,897,316	3,154,933	3,321,833	3,321,833	3,398,259
*Average Municipal Building Energy Use Intensity (EUI) ⁴ (kBtu ¹ /sq.ft.)	72	73	65	71	58
Average Municipal Building Energy Cost per Square Foot (\$/sq.ft.)	\$2.15	\$2.35	\$1.94	\$2.17	\$1.89

*EUI figures do not include the 154,000 square feet Walter J. Sullivan Water Purification Facility.

¹Btu, or British Thermal Unit, is a unit of energy measurement that can be used across fuel types.

²CO₂e, or carbon dioxide equivalent, is a standard unit of measurement that can be used across different greenhouse gas types.

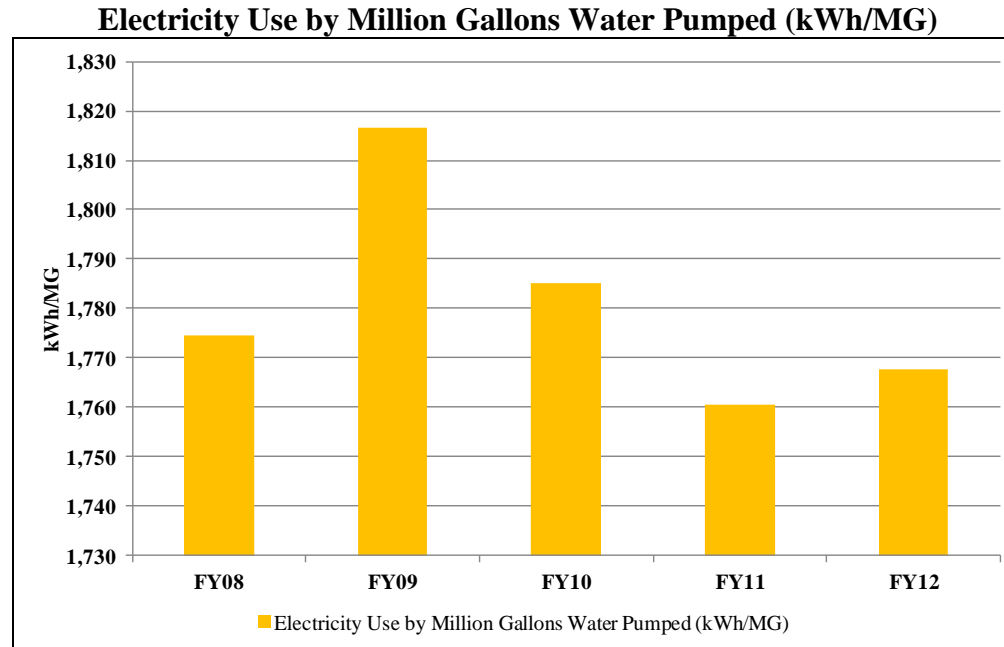
³Degree days are a simplified representation of outside air temperature, measuring how much (in degrees), and for how long (in days), outside air temperature is greater or less than a specified base temperature. The larger the number of degree days the more intense the weather (e.g. hotter in the summer, colder in the winter, and/or longer periods of heat and cold).

⁴EUI, or Energy Use Intensity, is a unit of measurement describing a building's energy use and efficiency. A building with a smaller EUI is using less energy for each square foot of space, and is generally considered to be more efficient than a comparable facility with a higher EUI.

SELECTED ENERGY PROGRAMS

Walter J. Sullivan Water Purification Facility:

- The Sullivan plant is the single largest energy user of any individual municipal facility, though it only accounts for 5% of the City's total building area.
- Over the past four years, the Sullivan facility's energy use has decreased 12% and Green House Gas (GHG) emissions have decreased 18% due primarily to reduced water demand, energy efficiency measures, and mild winter weather in FY12.
- In FY12, the Water Department completed an intensive energy efficiency audit of the Sullivan Facility. Non-capital-intensive projects were immediately implemented and are estimated to save 2,494 MMBtu annually. Multi-year, capital intensive changes including lighting upgrades and the installation of variable speed drives on pumps began in FY13 and are expected to save an additional 3,000 MMBtu annually.



Source: Department of Public Works

School Facilities:

- In FY12, school facilities accounted for 49% of the City's total building area and 32% of the City's total energy use, by far the largest energy user of any facility type in the City.
- Over the past four years, energy use decreased 28% and GHG emissions decreased 32%, primarily due to energy conservation measures in 10 buildings, energy awareness programs through the Cambridge Green Schools Initiative, and mild winter weather in FY12.
- In FY12-FY13, the City invested \$700,000 in school energy projects for an estimated savings of 4,500 MMBtu of energy, avoiding almost \$160,000 in energy costs and 470 tons of CO₂e emissions annually.
- The Cambridge Rindge & Latin High School renovation, completed in September 2011, expects to receive a LEED Silver rating for new construction.
- The City has adopted net-zero/carbon neutral design for the renovation of the Dr. Martin Luther King, Jr. School.

Renewable Energy:

Cambridge has installed a total of over 72 kilowatts (kW) of solar photovoltaic (PV) rooftop arrays on five municipal facilities including:

- Cambridge Rindge & Latin High School (31.36kW).
- City Hall Annex (26.5kW).
- Frazier Administration Building (2kW).
- Frisoli Youth Center (3.26kW).
- Russell Youth Center (9.26kW).
- Planned FY14 - Walter J. Sullivan Water Purification Facility (in design for solar PV).
- Planned FY16 - King School (design plan includes solar PV to support net zero energy/carbon neutral design).

LEED Rated Facilities:

Since 2004, the City has operated under the policy that all new construction or major renovations should be designed to be certifiable under the US Green Building Council's LEED rating system. The City of Cambridge currently owns and operates 74 facilities, of which six are LEED certified, and three will be seeking LEED certification:

- City Hall Annex (LEED-Gold, 2004).
- Russell Field House (LEED-NC, 2006).
- Russell Youth Center (LEED-Silver, 2010).
- Robert W. Healy Public Safety Facility (LEED-Silver, 2009).
- Cambridge Main Library (LEED-Silver, 2010).
- War Memorial Recreation Center (LEED-Silver, 2010).
- Cambridge Rindge & Latin High School (in application for LEED-Silver certification).
- Planned FY14 – 5 Western Avenue (in application for LEED-Silver certification).
- Planned FY16 – King School (net-zero energy or carbon neutral design).



Left to Right: War Memorial Recreation Center, Robert W.Healy Public Safety Facility and the Russell Youth and Community Center
Photography courtesy of Bob Coe and Arthur Kwesi

Fuel-Efficient Fleet:

- Since 2006, all requested new vehicles must go through a Green Fleet Policy review to address fuel economy and emissions. To date, one third of the City's administrative and light service vehicles are either hybrid (31 vehicles) or plug-in electric (2 vehicles).

City Streetlights:

- In FY13, the City began design for the conversion of all citywide street lights to LED technology. The \$6 million project is expected to be completed in three years and save an estimated 3,931 MMBtu annually, avoiding \$360,000 in energy costs and the emission of 555 tons of CO₂e annually.

BASIS OF ACCOUNTING AND BUDGETING

Generally Accepted Accounting Principles

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

- a. The accounts of the City are organized and operated on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions.
- b. Governmental Funds use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are “susceptible to accrual” (i.e. both measurable and available). Property taxes are recorded as revenue in the year for which the taxes have been levied, provided they are collected within 60 days after year-end. Investment income is recorded as earned. Other revenues are recorded on a cash basis because they are generally not measurable until actually received. Expenditures are recorded when the liability is incurred except for (1) interest on general obligation debt, which is recorded when due; and (2) tax abatements, judgments and claims, all of which are recorded as expenditures to the extent that they have been paid or are expected to be paid with expendable available resources.
- c. Proprietary Funds and Fiduciary Funds are accounted for using the flow of economic resources measurement focus and full accrual basis of accounting. Under this method, revenues are reported when earned and expenses are recorded at the time liabilities are incurred.

Budgetary Basis

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

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

Revenues for the Parking Fund are recorded within the Fund; however, no expenditures are charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures.

Proposed expenditure appropriations for all departments and operations of the City, except those of the School Department, are prepared under the direction of the City Manager. All budget appropriations, including those of the School Department, are approved by the City Council. The School Department budget is prepared under the direction of the School Committee based upon guidelines provided by the

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

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

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

- a. Real estate and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- b. Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- c. Certain activities and transactions are presented as components of the general fund (budgetary), rather than as separate funds (GAAP).
- d. Amounts raised for the prior years' deficits and available funds from prior years' surpluses are recorded as revenue items (budgetary), but have no effect on GAAP revenues.

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The following reconciliation summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2012.

	Revenues	Expenditures
As reported on a budgetary basis	\$434,167,352	\$454,026,798
Adjustments:		
Revenues to modified accrual basis	9,289,351	-
Expenditure, encumbrances, and accruals, net	-	(13,085,573)
As reported on a GAAP basis	<u>443,456,703</u>	<u>440,941,225</u>
Adjustments:		
Premium on bond issuance	5,851,746	-
Issuance of Debt	24,850,000	-
Interfund Transfers	<u>19,478,490</u>	3,926,506
Payment to Fiscal Escrow Agent		<u>29,029,117</u>
As shown on Page II-47	\$493,636,939	\$473,896,848

FINANCIAL POLICIES AND GUIDELINES

One of the primary reasons that the City is held in high regard by the financial community is its development and implementation of a long-term financial plan. This plan is reviewed on an annual basis in conjunction with the City’s bond sale and credit rating application process. The budget for the current fiscal year is used as the base year upon which future year projections are built. All expenditures, revenues and property valuations are reviewed to ensure that the timeliest information is available to be used for future year projections. The budget for the current year is also compared to the projections for that year from previous five-year plans to determine the accuracy of the projections. If modifications to the projection process are needed 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. The debt to be issued includes tax-supported bonds issued to finance several large construction and the School reconstruction program 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-20.

The following chart compares selected ratios of Cambridge (in accordance with City of Cambridge financial policies) with the medians of cities rated Aaa by Moody’s Investors Service, whose population is between 100,000 and 500,000. As the chart indicates, the ratios of Cambridge compare favorably with the medians of cities across the nation with the highest rating awarded by Moody’s Investors Service.

	Per Capita Assessed Valuation	Unassigned Fund Balance as % of Revenues	Total Fund Balance as % of Revenues	Gross Direct Debt as % of Assessed Valuation
Median	\$104,401	17.06%	25.41%	2.42%
Cambridge	\$232,469	25.7%	33.05%	1.39%

Source: Moody’s Investors Service 2011 Local Government National Medians Report. The medians shown above are from the 2011 report with comparable figures for Cambridge, from the 2012 CAFR. 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.

	FY10	FY11	FY12	FY13	FY14
Excess Levy Capacity (1)	\$98,559,309	\$99,350,404	\$102,642,311	\$104,103,958	\$104,705,183
General Fund Balance (2)	\$146,297,896	\$143,429,836	\$163,169,927	\$157,240,272	\$157,240,272
Free Cash (3)	\$89,315,773	\$102,239,071	\$115,826,900	\$110,000,000	\$105,000,000
Rapidity of Debt Retirement (4)	79.6%	79.8%	83.4%	83.1%	83.1%

- 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 FY10-13 are actual amounts and FY14 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 FY10-12 are actual amounts and those shown for FY13-14 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. Percentage does not include ensuing year's bond issue.

INVESTMENT POLICY

I. PURPOSE

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

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

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

A. Safety of Principal

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

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

B. Liquidity

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

C. Yield

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

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

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

IV. STANDARDS OF CARE

A. Prudence

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

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

B. Ethics and Conflicts of Interest

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

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

C. Delegation of Authority

Authority to manage the investment program is granted to the Assistant Finance Director, hereinafter referred to as the investment manager. The investment manager shall establish written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, wire transfer agreements and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment manager. The investment manager shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The controls shall be designed to prevent and control losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees and officers. An investment committee, comprised of the City Treasurer, City Auditor, Director of Assessing and the investment manager, will meet monthly to review the investment program and activity.

V. FINANCIAL DEALERS AND INSTITUTIONS

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

All repurchase agreement transactions will be conducted through primary dealers of the Federal Reserve Bank of New York or applicable state agencies with short-term debt ratings of at least A-1, P-1 or F-1, or qualified depositories as described in the appropriate Section, which have executed master repurchase agreements with the City.

VI. INVESTMENT GUIDELINES

All investments must be made in securities authorized by MGL c.44, §§ 54 and 55 and this investment policy statement.

A. Suitable and Authorized Investments

The City may invest in the following securities or deposits:

- In term deposits or certificates of deposit in trust companies, national banks, savings banks, banking companies or cooperative banks.
- In obligations issued or unconditionally guaranteed by the United States government or one of its agencies.
- In United States government securities or securities of United States government agencies.

- Money market mutual funds regulated by the Securities and Exchange Commission, whose portfolios consist only of dollar-denominated securities; and
- Local government investment pools such as the Massachusetts Municipal Depository Trust and Massachusetts Municipal Depository Short Term Bond Fund.

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

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

The City shall not at any one time have on deposit in a bank, trust company or banking company an amount exceeding sixty percent 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 findings to the City Manager and City Council in April of each year, prior to the City Council's review of the Public Investment Program.

IV. GENERAL DEBT GOVERNING POLICIES

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

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

V. DEBT POLICIES, RATIOS AND MEASUREMENT

- A. Purposes of Issuance – the City shall only issue debt obligations for acquiring, constructing or renovating City owned fixed assets or for refinancing existing debt obligations. The City intends only to invest and spend bond proceeds for projected capital expenditures to comply with the 24-month payout exception in the US Federal regulations regarding non-arbitrage bonds. In the event of unexpected delays in capital spending, the bond proceeds shall be invested in allowable instruments that either restrict the yield so that the City does not benefit, or rebate the positive arbitrage to the U.S. Government.
- B. Maximum Maturity – All debt obligations shall have a maximum maturity of the earlier of: (1) the estimated useful life of the Public Investment being financed; or, (2) twenty years; or, (3) in the event debt obligations are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced.
- C. Net Direct Debt Per Capita Personal Income – The City's overall net debt per capita shall not exceed 4.5% of per capita personal income. The Direct Debt Per Capita Personal Income shall be calculated by dividing the City's Net Direct Debt Per Capita by the most current, estimated per capita personal income.
- D. Direct Debt as a Percent of Estimated Full Assessed Value – The City's overall net debt will not exceed 1.5% of the estimated full value of taxable real properties within the City. The ratio of Direct Debt to Estimated Full Assessed Value shall be calculated by dividing the City's Direct Debt by the estimated full-assessed value of all taxable properties within the City.
- E. Debt Service Levels – The City shall adhere to a debt management strategy that achieves the goal of limiting annual debt service to 12.5% of the total budget.

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

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

DEBT RATIOS

Population¹	Assessed Value²	Net Direct Debt³	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
105,162	\$ 25,213,972,501	\$ 284,495,625	1.13%	\$2,705

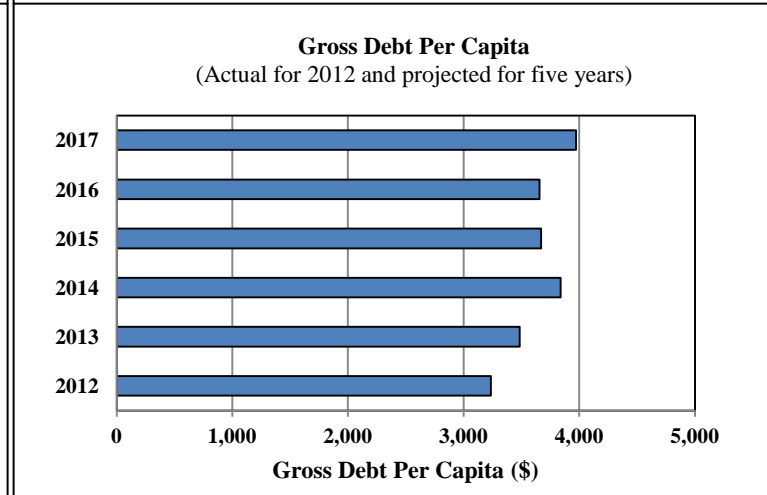
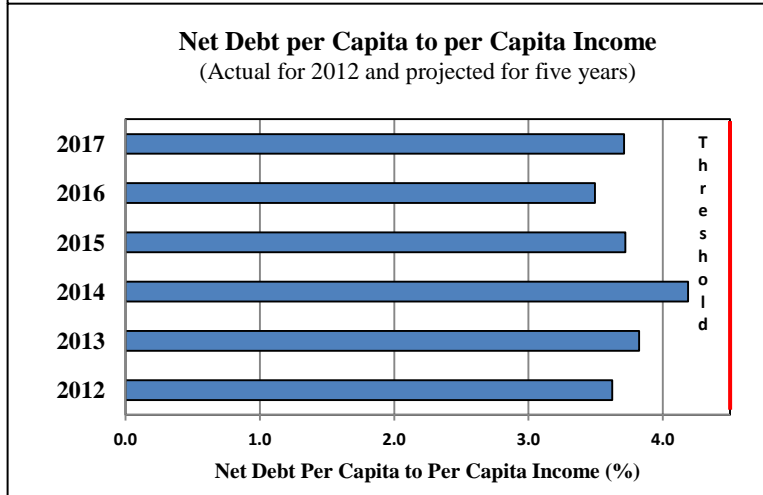
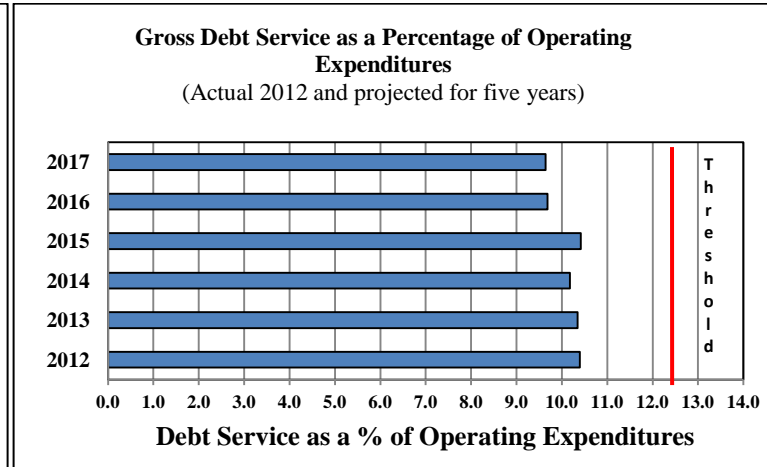
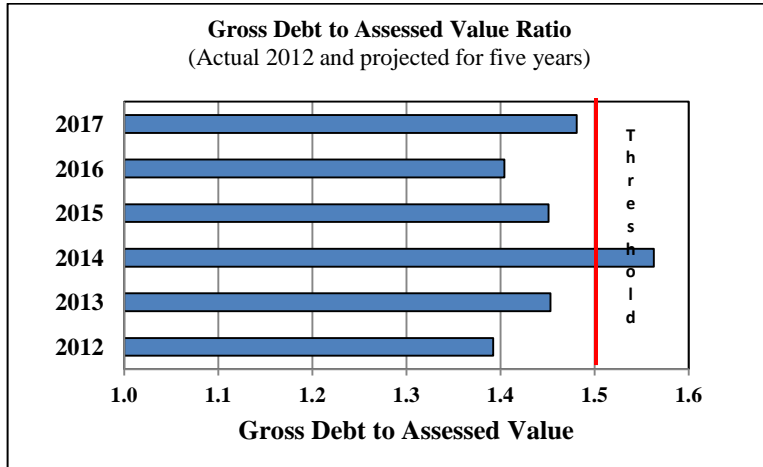
¹ The population figure is from the 2010 U.S. Census. Source: U.S. Department of Commerce Bureau of Census

² The assessed value reflects full market value as of January 1, 2012

³ The net direct debt is as of June 30, 2012

PROJECTED DEBT RATIOS

Within the 5 year period, if all proposed projects are implemented as planned, our analysis shows the increase in debt issuance in FY14 will result in the gross direct debt as a percent of full assessed value to slightly exceed the current policy threshold of 1.5%. However, a five-year average for this key debt ratio is calculated to be 1.46%. In FY15, it is expected that the ratio will return to levels which fall below the threshold.



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 the members of the municipal finance oversight board.

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

DEBT LIMIT CALCULATION

Equalized Valuation as of January 1, 2012	<u>\$ 26,640,125,400</u>
Debt Limit (5% of Equalized Valuation)	<u>\$ 1,332,006,270</u>
Total Outstanding Debt as of June 30, 2013	\$ 367,085,450
Total Authorized / Unissued Debt as of June 30, 2013	<u>126,048,235</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	<u>\$ 493,133,685</u>
Amount of Outstanding Debt Outside the Debt Limit	\$ 15,520,000
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>-</u>
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>\$ 15,520,000</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 493,133,685
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>15,520,000</u>
Debt Subject to the Debt Limit	<u>\$ 477,613,685</u>
Debt Limit (5% of Equalized Valuation)	<u>1,332,006,270</u>
Remaining Borrowing Capacity Under Debt Limit	<u>\$854,392,585</u>

FY14 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	\$38,429,825	\$11,069,225	\$49,499,050
School	472,167	114,500	586,667
Water	<u>2,840,000</u>	<u>708,000</u>	<u>3,548,000</u>
Total	<u>\$41,741,992</u>	<u>\$ 11,891,725</u>	<u>\$53,633,717</u>

Notes: * General Fund Debt Service, page IV-311, 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, 2013

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, extensive improvements to the high school and elementary school reconstruction in accordance with the Innovation Agenda. 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-18).

Fiscal Year	Total Debt	Debt Payment	Interest	Required Appropriation
2013-14	367,085,450	41,741,992	11,891,725	53,633,717
2014-15	325,343,458	39,122,940	10,679,060	49,802,000
2015-16	286,220,518	35,232,228	9,460,142	44,692,370
2016-17	250,988,290	33,548,736	8,401,249	41,949,985
2017-18	217,439,554	31,420,246	7,379,955	38,800,201
2018-19	186,019,308	26,818,758	6,412,873	33,231,631
2019-20	159,200,550	24,200,273	5,527,080	29,727,353
2020-21	135,000,277	22,836,790	4,727,837	27,564,627
2021-22	112,163,487	20,263,310	3,955,830	24,219,140
2022-23	91,900,177	16,890,177	3,392,507	20,282,684
2023-24	75,010,000	13,095,000	2,790,537	15,885,537
2024-25	61,915,000	12,770,000	2,286,737	15,056,737
2025-26	49,145,000	12,070,000	1,801,019	13,871,019
2026-27	37,075,000	9,520,000	1,339,107	10,859,107
2027-28	27,555,000	8,665,000	981,845	9,646,845
2028-29	18,890,000	6,655,000	654,638	7,309,638
2029-30	12,235,000	4,630,000	405,263	5,035,263
2030-31	7,605,000	3,380,000	243,225	3,623,225
2031-32	4,225,000	2,375,000	126,750	2,501,750
2032-33	1,850,000	1,850,000	55,500	1,905,500

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:

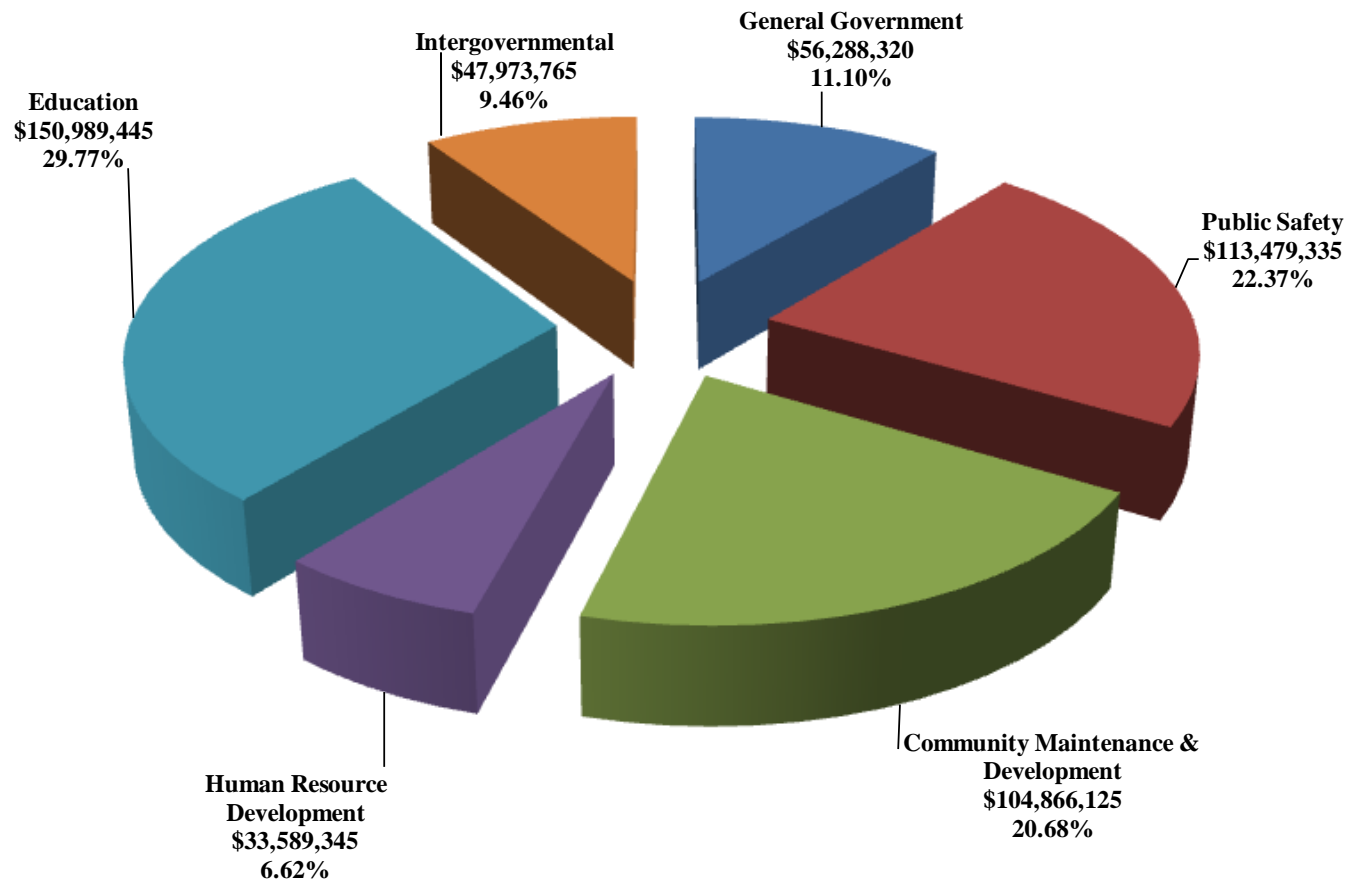
An unassigned General Fund (GAAP) balance as of June 30 of each year equal to or greater than 15% of the ensuing fiscal year's operating revenue; and total general fund balance as of June 30 of each year equal to or greater than 25% of the ensuing fiscal year's operating revenue.

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.

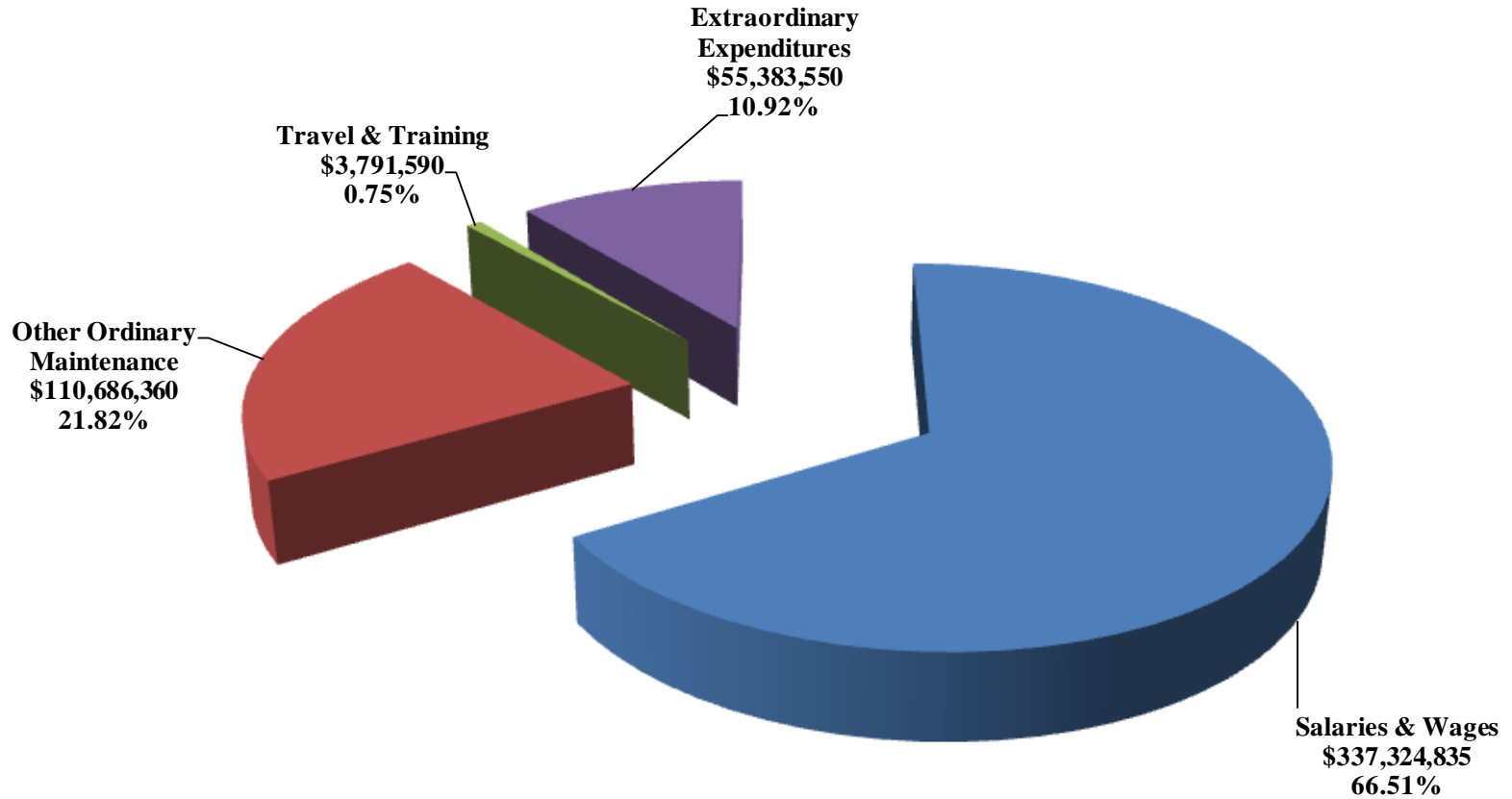
This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.

FY14 APPROPRIATION BY FUNCTION



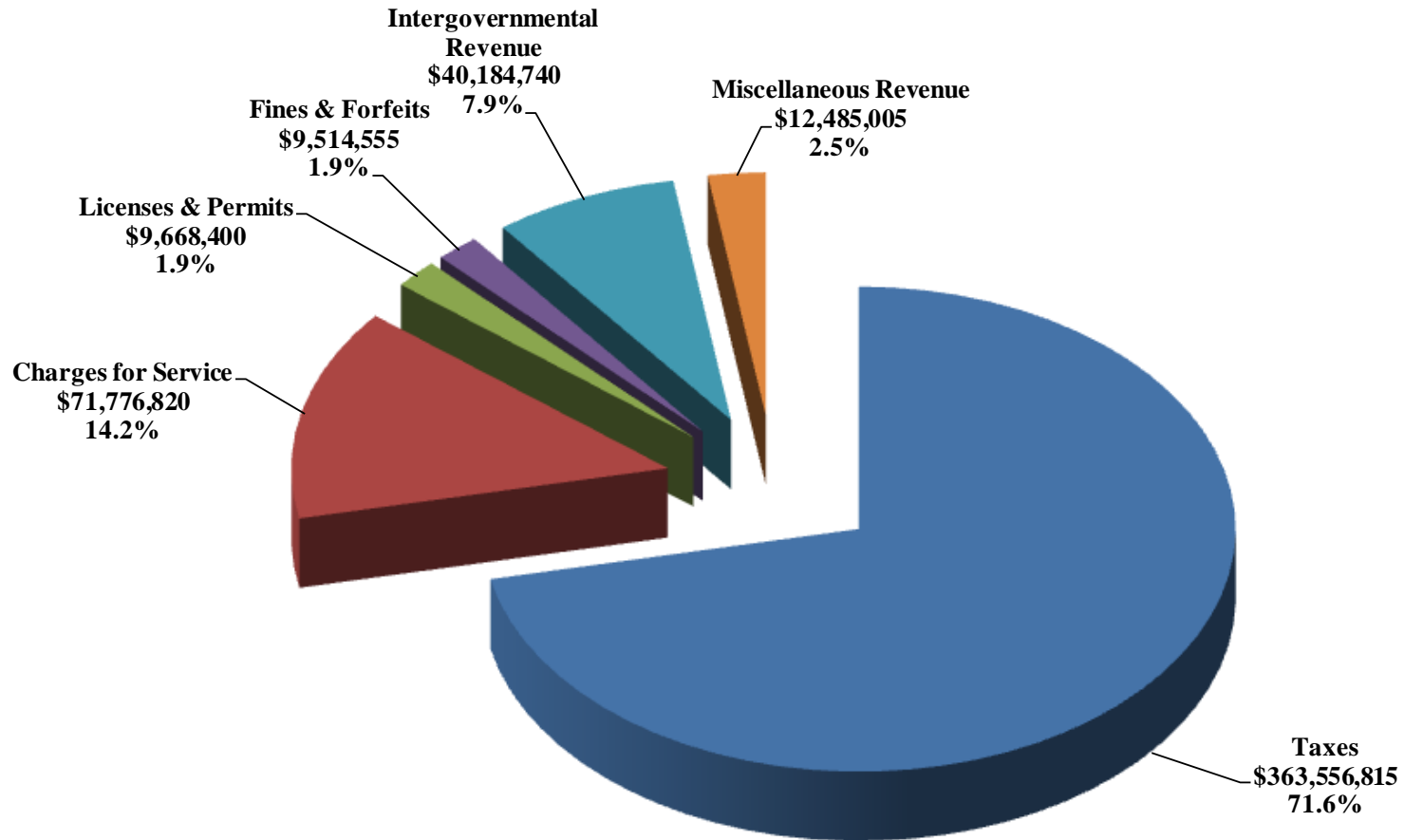
TOTAL OPERATING BUDGET \$507,186,335

FY14 APPROPRIATION BY STATUTORY CATEGORY



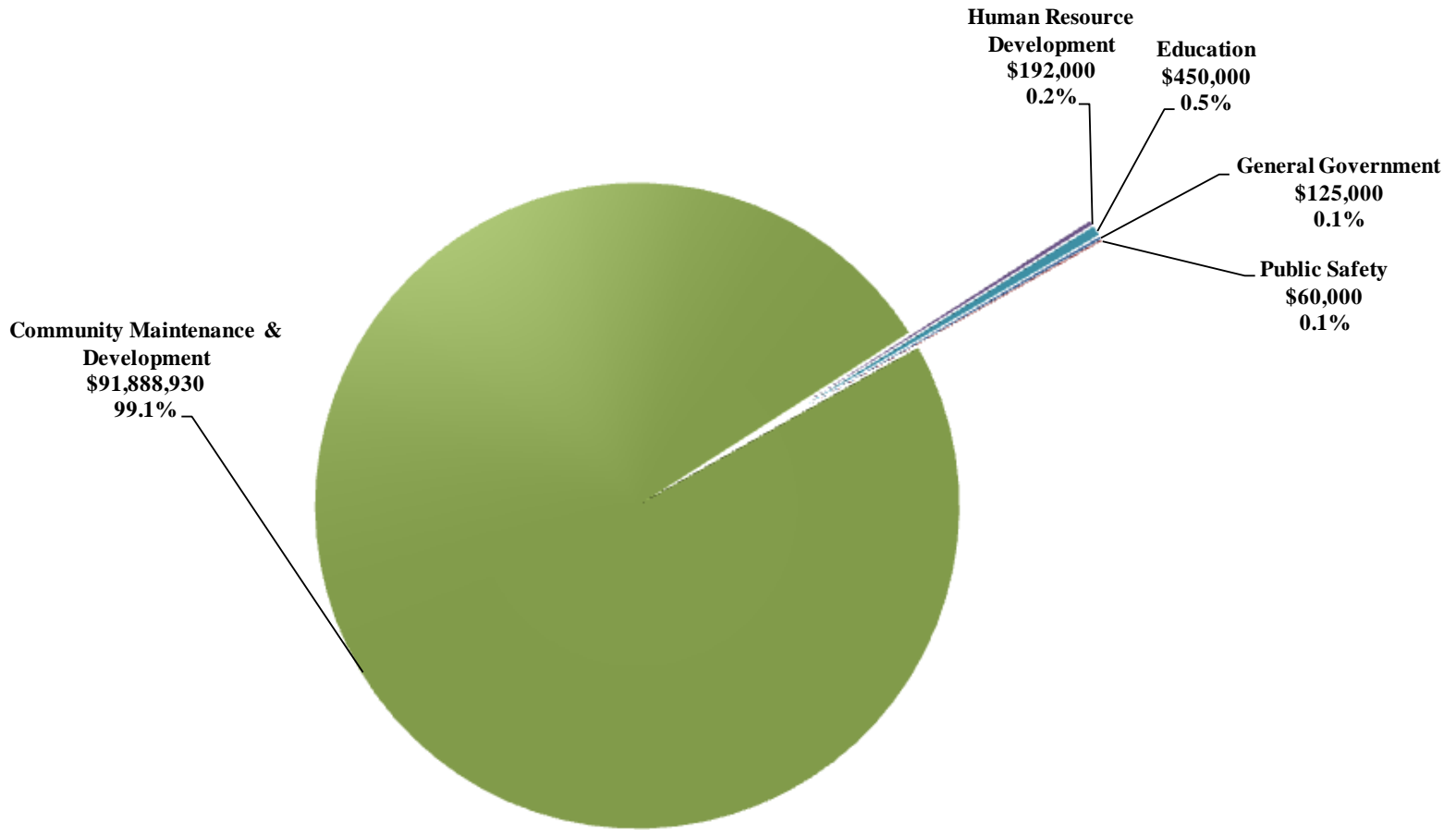
TOTAL OPERATING BUDGET \$507,186,335

FY14 REVENUE BY SOURCE

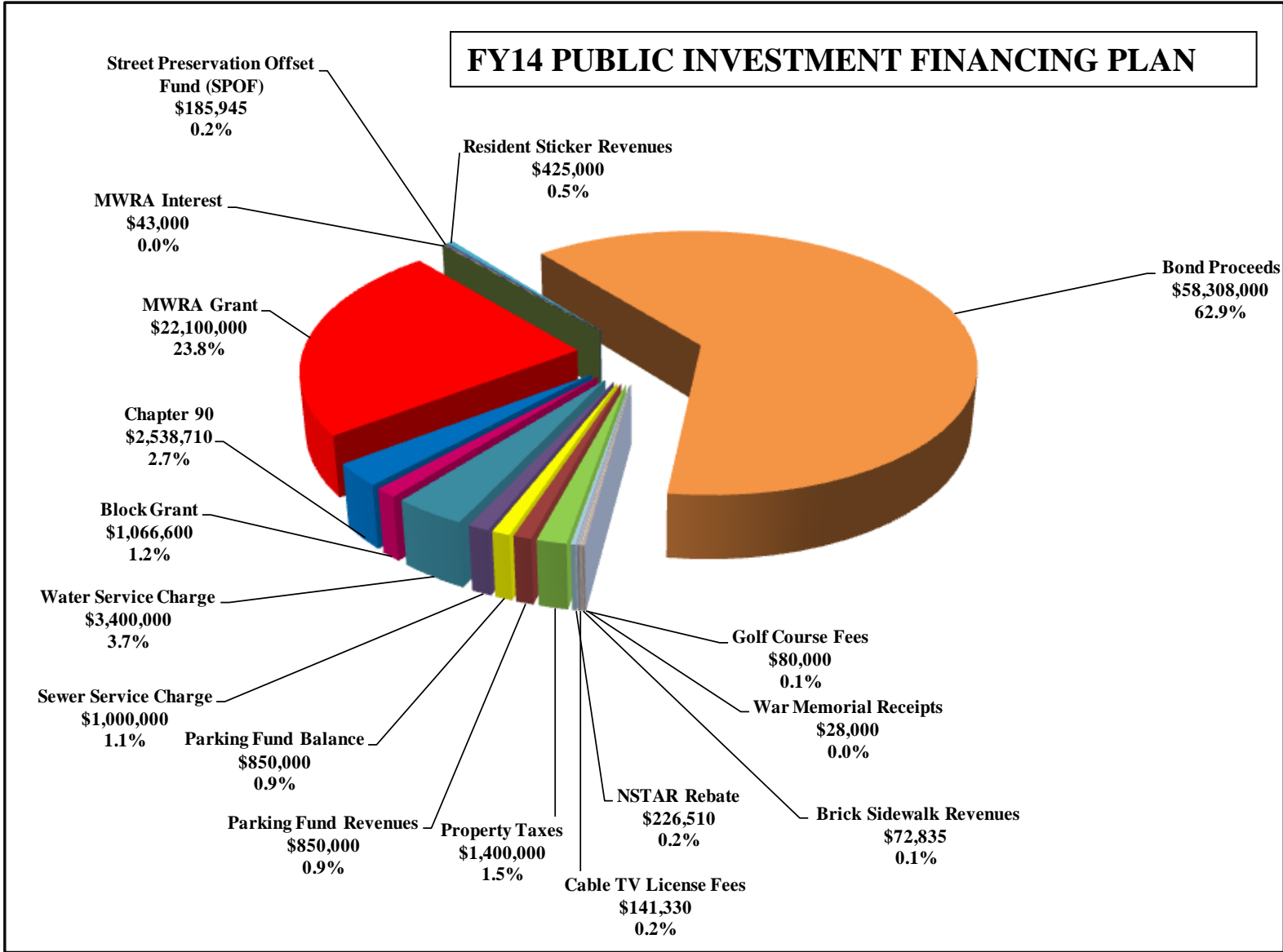


TOTAL OPERATING BUDGET \$507,186,335

FY14 PUBLIC INVESTMENT APPROPRIATIONS



TOTAL CAPITAL BUDGET \$92,715,930



TOTAL CAPITAL BUDGET \$92,715,930

GENERAL FUND THREE YEAR HISTORY

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.

Expenditure Category	FY12 ¹	FY13 ²	FY14 ³
Salaries and Wages	\$304,039,470	\$316,768,720	\$330,878,515
Other Ordinary Maintenance	102,941,815	104,093,930	106,703,560
Travel & Training	3,603,040	3,604,150	3,705,010
Extraordinary Expenditures	51,862,240	53,025,045	55,376,480
TOTAL BUDGETED EXPENDITURES	\$462,446,565	\$477,491,845	\$496,663,565
Revenue Category	FY12 ¹	FY13 ²	FY14 ³
Taxes	\$334,842,295	\$353,634,135	\$364,956,815
Licenses & Permits	7,000,350	7,515,500	9,668,400
Fines & Forfeits	9,657,085	9,422,205	9,514,555
Charges For Service	55,912,520	56,388,305	58,787,450
Intergovernmental Revenue	39,073,050	39,390,740	41,251,340
Miscellaneous Revenue	15,961,265	11,140,960	12,485,005
TOTAL BUDGETED REVENUES	\$462,446,565	\$477,491,845	\$496,663,565

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

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

³ The total FY14 General Fund appropriation is \$496,663,565 (which is the City Appropriation of \$507,186,335 less the Water Fund appropriation of \$14,238,700), with an additional \$3,715,930 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$3,715,930 is the City Public Investment Appropriation of \$34,407,930 (excluding Bond Proceeds), less \$22,143,000 in MWRA Grants, \$2,538,710 in Chapter 90 funds, \$2,125,000 in Parking Fund revenue, \$3,400,000 in Water Service Charges, \$72,835 in Brick Sidewalk revenues, \$185,945 from the Street Preservation Offset Fund (SPOF) and \$226,510 in NSTAR rebates.

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.

Expenditure Category	FY12¹	FY13²	FY14³
Salaries and Wages	\$6,035,610	\$6,216,895	\$6,446,320
Other Ordinary Maintenance	4,050,450	3,982,800	3,982,800
Travel & Training	86,580	86,580	86,580
Extraordinary Expenditures	7,479,980	7,257,805	7,123,000
TOTAL BUDGETED EXPENDITURES	\$17,652,620	\$17,544,080	\$17,638,700
Revenue Category	FY12¹	FY13²	FY14³
Charges For Service	\$17,652,620	\$17,544,080	\$17,638,700
Intergovernmental Revenue	-	-	-
TOTAL BUDGETED REVENUES	\$17,652,620	\$17,544,080	\$17,638,700

¹ 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.

² The total FY13 Appropriation is \$17,544,080 including Water Fund revenues raised and transferred to the Public Investment Fund (\$3,400,000) to cover improvements to the water system.

³ The total FY14 Appropriation is \$17,638,700 including Water Fund revenues raised and transferred to the Public Investment Fund (\$3,400,000) to cover improvements to the water system.

PARKING FUND THREE YEAR HISTORY

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

PARKING FUND THREE YEAR HISTORY			
Expenditure Category	FY12¹	FY13²	FY14³
Salaries and Wages	\$14,552,590	\$15,047,955	\$15,681,535
Other Ordinary Maintenance	3,776,420	3,788,200	3,748,320
Travel & Training	23,400	35,000	35,000
Extraordinary Expenditures	1,772,125	2,357,000	2,207,000
TOTAL BUDGETED EXPENDITURES	\$20,124,535	\$21,228,155	\$21,671,855
Revenue Category	FY12¹	FY13²	FY14³
Licenses & Permits	\$450,000	\$500,000	\$600,000
Fines & Forfeits	9,794,535	10,673,155	10,591,855
Charges For Service	9,775,000	9,965,000	10,390,000
Miscellaneous Revenue	105,000	90,000	90,000
TOTAL BUDGETED REVENUES	\$20,124,535	\$21,228,155	\$21,671,855

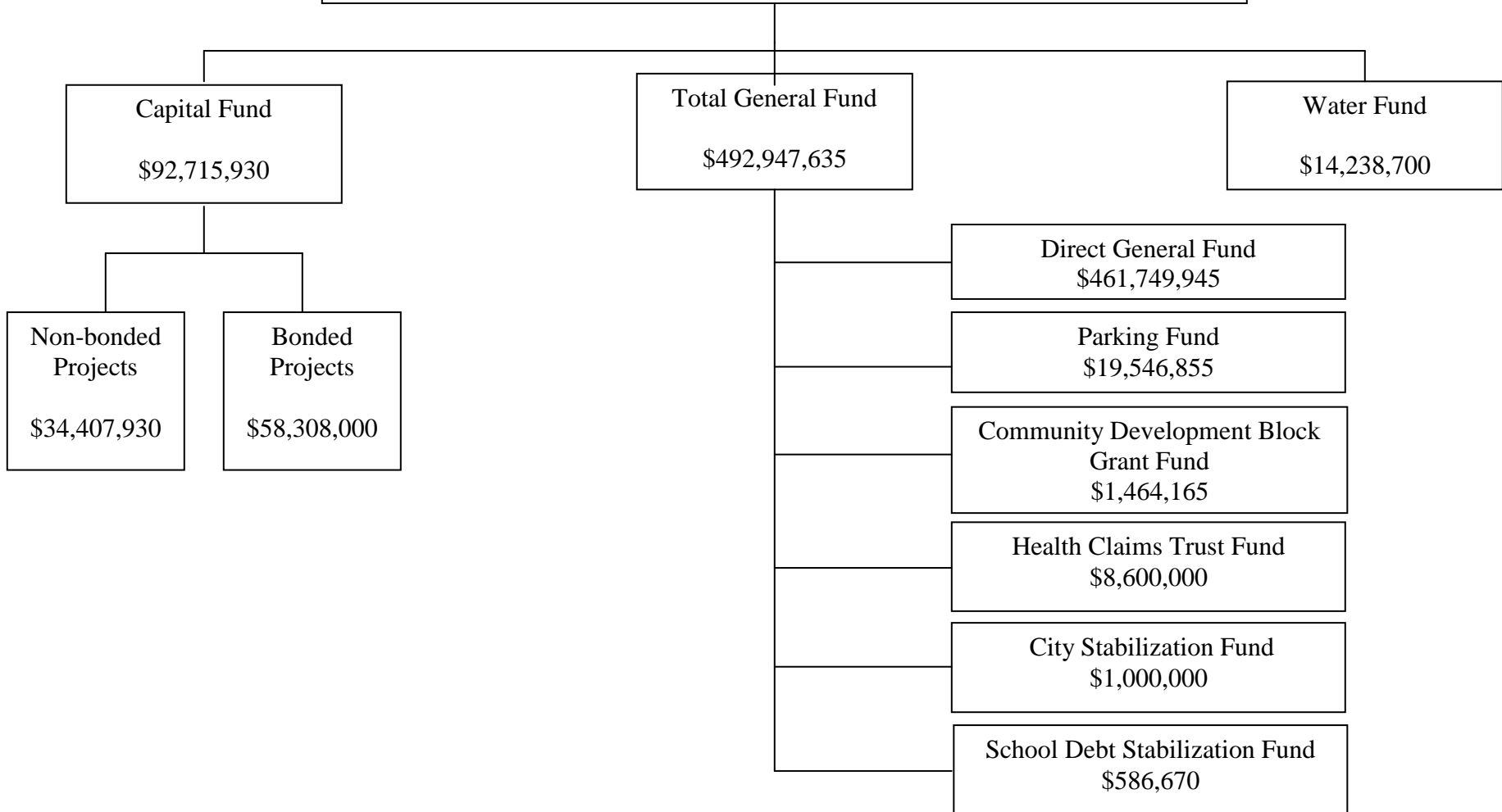
¹ The allocation of \$20,124,535 in Parking Fund revenues in the FY12 Budget is as follows: transfer to General Fund (\$18,544,535) and the Public Investment Fund (\$1,580,000). \$10,294,470 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$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).

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

³ The allocation of \$21,671,855 in Parking Fund revenues in the FY14 Budget is as follows: transfer to General Fund (\$19,546,855) and the Public Investment Fund (\$2,125,000), which includes \$850,000 in Parking Fund Balance. \$10,935,015 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$8,611,840 will offset salary costs for other City departments (\$8,166,560) and cover state assessments (\$445,280).

**TOTAL FY14 CITY BUDGET
APPROPRIATED FUNDS**

- Total General Fund	\$492,947,635
- Water Fund	14,238,700
- Capital Fund	<u>92,715,930</u>
Total:	\$599,902,265



PROJECTED FUND BALANCES

The projections that are shown in the charts on pages II-44 and II-45 are for the three funds for which appropriations will be made in the FY14 Budget. The fund balances that are shown as of June 30, 2012 are from the City's FY12 Comprehensive Annual Financial Report (CAFR), while fund balances as of June 30, 2012 and June 30, 2013 are based on projected revenues and expenditures for those two fiscal years. The General Fund Budget includes expenditures that are financed through transfers from the Parking, Block Grant, Health Claims Trust, Stabilization and School Debt Stabilization Funds. The Water Fund includes all expenditures related to the operation of the water system, including debt service on the bonds issued to finance construction of the water treatment plant, as well as other improvements to the water system and transfers to the Capital Fund to finance certain capital projects. The Capital Budget includes appropriations for a wide range of projects related to the acquisition of fixed assets as well as new construction and improvements to existing City facilities. Appropriations from all revenue sources, including bond proceeds, are made directly to this fund while the debt service on bond-financed projects is included in the General and Water Funds. 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.

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. Employee contributions to this fund will increase in future years due to increases to the base upon which employee contributions are calculated. New, non-union employees hired after September 2012 pay an increased contribution of 25%. The transfer to the General Fund in FY14 is projected to be \$8,600,000, which is the largest allocation for health care costs since the fund was established in FY85.

CITY STABILIZATION FUND The Stabilization Fund, which is shown on page II-48, was established as a reserve to offset a portion of the debt service on large tax-supported projects. These reserves were used to fund five major capital projects (the Main Library, CRLS, War Memorial Recreation Center, Russell Youth & Community Center and the Robert W. Healy Public Safety Facility). These projects are now complete and the balance in the fund depleted. \$10,000,000 was transferred to the Debt Stabilization Fund in FY13 to offset future debt service costs in relation to the elementary school reconstruction program. In FY14, \$1,000,000 will be transferred to the General Fund.

SCHOOL DEBT STABILIZATION FUND This fund is a statutory reserve account, which may be used only for the purposes of offsetting future school debt service. The current balance in the fund is being used to finance a portion of FY14 debt service costs on renovations to the War Memorial (\$586,670). The balance in the fund will cover future War Memorial debt service until the issue is retired in FY18.

In the following charts, the amounts shown for the General Fund 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 FY12 CAFR, it is appropriate to include them in these charts.

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 FY12-14

FY14 Budget			FY14	FY13	FY12
General Fund	Water Fund	Capital Funds	Budget All Fund Types	Projected All Fund Types	Actual All Fund Types

Revenues and Other Financing Sources:

Property Taxes	\$335,601,085	-	\$1,400,000	\$337,001,085	\$316,947,770	\$297,723,747
Payments in Lieu of Taxes/Corporation Excise Tax	6,700,000	-	-	6,700,000	6,595,000	7,586,219
Hotel / Motel / Meals Tax	14,355,730	-	-	14,355,730	14,500,000	14,954,425
Motor Vehicle Excise	6,100,000	-	-	6,100,000	6,100,000	6,238,835
Intergovernmental	29,517,585	-	-	29,517,585	30,980,335	31,954,472
Sewer Use	39,620,700	-	1,000,000	40,620,700	38,575,000	40,579,119
Water Use	705,575	\$14,238,700	3,400,000	18,344,275	18,450,000	18,938,216
Investment Income	560,000	-	-	560,000	560,000	864,286
Bond Proceeds	-	-	58,308,000	58,308,000	17,442,670	56,515,115
Miscellaneous Revenues	59,786,960	-	28,607,930	88,394,890	71,284,415	116,262,674
Total Revenues	\$492,947,635	\$14,238,700	\$92,715,930	\$599,902,265	\$521,435,190	\$591,617,108

Expenditures and Other Financing Uses:

Current:						
General Government	\$56,088,320	-	-	\$56,088,320	\$46,956,450	\$35,852,058
Public Safety	113,479,335	-	-	113,479,335	108,210,200	103,388,702
Community Maintenance & Development	40,911,175	\$14,238,700	-	55,149,875	55,350,560	50,599,751
Human Resource Development	33,589,345	-	-	33,589,345	32,965,535	30,919,537
Education	150,989,445	-	-	150,989,445	144,557,510	139,276,389
Judgments and Claims	200,000	-	-	200,000	200,000	4,112,551
Intergovernmental	47,973,765	-	-	47,973,765	49,089,980	46,146,725
Capital Outlays*	-	-	\$92,715,930	92,715,930	38,719,735	65,406,232
Other Financing Uses	-	-	-	-	4,773,000	33,323,595
Debt Service						
Principal	38,429,825	-	-	38,429,825	35,925,895	33,939,454
Interest	11,069,225	-	-	11,069,225	10,141,705	10,453,250
Fees	217,200	-	-	217,200	273,930	169,765
Total Expenditures	\$492,947,635	\$14,238,700	\$92,715,930	\$599,902,265	\$527,164,500	\$553,588,009

*FY13 Projections for Capital Outlays do not include supplemental appropriations made during the Fiscal Year.

General Fund	Water Fund	Capital Fund	Total
--------------	------------	--------------	-------

Fund Balances (Actuals for FY12 and Projections for FY13-14)

FY12

Beginning Balances (July 1, 2011) (Actuals)	\$143,429,836	\$115,453,285	\$52,076,584	\$310,959,705
FY12 Revenues	493,636,939	18,938,216	79,041,953	591,617,108
FY12 Expenditures	473,896,848	13,916,957	65,774,204	553,588,009
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	19,740,091	5,021,259	13,267,749	38,029,099
Ending Balances June 30, 2012 (Actuals)	\$163,169,927	\$120,474,544	\$65,344,333	\$348,988,804

FY13

Beginning Balances (July 1, 2012) (Projected)	\$163,169,927	\$120,474,544	\$65,344,333	\$348,988,804
FY13 Revenues	464,265,455	18,450,000	38,719,735	521,435,190
FY13 Expenditures	470,195,110	18,249,655	38,719,735	527,164,500
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(5,929,655)	200,345	-	(5,729,310)
Ending Balances June 30, 2013 (Projected)	\$157,240,272	\$120,674,889	\$65,344,333	\$343,259,494

FY14

Beginning Balances (July 1, 2013) (Projected)	\$157,240,272	\$120,674,889	\$65,344,333	\$343,259,494
FY14 Revenues	492,947,635	14,238,700	92,715,930	599,902,265
FY14 Expenditures	492,947,635	14,238,700	92,715,930	599,902,265
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2014 (Projected)	\$157,240,272	\$120,674,889	\$65,344,333	\$343,259,494

Health Claims Trust Fund	City Stabilization Fund	School Debt Stabilization Fund
-----------------------------	----------------------------	-----------------------------------

Fund Balances (Actuals for FY11 and Projections for FY13-14)

FY12

Beginning Balances (July 1, 2011) (Actuals)	\$17,391,946	\$5,180,558	\$6,114,241
FY12 Revenues	8,494,792	110,461	45,151
FY12 Expenditures	8,300,000	5,150,000	632,470
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	194,792	(5,039,539)	(587,319)
Ending Balances June 30, 2012 (Actuals)	\$17,586,738	\$141,019	\$5,526,922

FY13

Beginning Balances (July 1, 2012) (Actuals)	\$17,586,738	\$141,019	\$5,526,922
FY13 Revenues	8,600,000	10,010,000	32,000
FY13 Expenditures	8,500,000	-	609,570
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	100,000	10,010,000	(577,570)
Ending Balances June 30, 2013 (Projected)	\$17,686,738	\$10,151,019	\$4,949,352

FY14

Beginning Balances (July 1, 2013) (Projected)	\$17,686,738	\$10,151,019	\$4,949,352
FY14 Revenues	8,775,000	50,000	25,000
FY14 Expenditures	8,600,000	1,000,000	586,670
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	175,000	(950,000)	(561,670)
Ending Balances June 30, 2014 (Projected)	\$17,861,738	\$9,201,019	\$4,387,682

POSITION LIST		FY12 Staff	FY13 Staff	FY14 Staff	FY 13-14
		Pos.	Pos.	Pos.	Variance
					+ / (-)
GENERAL GOVERNMENT					
MAYOR					
	Staff Positions	5	5	5	-
	TOTAL	5	5	5	-
EXECUTIVE					
	City Manager	1	1	1	-
	Deputy City Manager	1	1	1	-
	Asst. to the City Manager	1	1	1	-
	Affirmative Action Director	1	1	1	-
	Executive Assistant to the City Manager	1	1	1	-
	Administrative Assistant	1	1	1	-
	Public Information Officer	1	1	1	-
	PTDM Planning Officer	1	1	1	-
	Senior Management Analyst	1	1	1	-
	TOTAL	9	9	9	-
CITY COUNCIL					
	Exec. Assistant to the City Council	1	1	1	-
	Administrative Assistant	1	1	1	-
	TOTAL	2	2	2	-
CITY CLERK					
	City Clerk	1	1	1	-
	Deputy City Clerk	1	1	1	-
	Operations Manager	1	1	1	-
	Senior Clerk & Stenographer	3	1	1	-
	Principal Clerk	2	5	5	-
	Administrative Asst./City Clerk	2	1	1	-
	TOTAL	10	10	10	-
LAW					
	City Solicitor	1	1	1	-
	Deputy City Solicitor	1	1	1	-
	First Assistant City Solicitor	1	1	1	-
	Assistant City Solicitor	5	5	5	-
	Administrative Assistant	2	2	2	-
	Office Manager	1	1	1	-
	TOTAL	11	11	11	-

		FY12 Staff	FY13 Staff	FY14 Staff	FY 13-14
		Pos.	Pos.	Pos.	Variance
					+ / (-)
FINANCE/ADMINISTRATION					
	Assistant City Manager/Fiscal Affairs	1	1	1	-
	Administrative Asst. to Finance Director	1	1	1	-
	TOTAL	2	2	2	-
FINANCE/BUDGET					
	Budget Director	1	1	1	-
	Capital Project Fiscal Manager	1	1	0	(1)
	Principal Budget Analyst	2	2	3	1
	TOTAL	4	4	4	-
FINANCE/PERSONNEL					
	Personnel Director	1	1	1	-
	Manager/Employee Relations	1	1	1	-
	Manager/Training & Staff	1	1	1	-
	Claims Manager	1	1	1	-
	Manager/ Benefits & Compensation	0	1	1	-
	Personnel/Labor Services Analyst	1	1	1	-
	Personnel Specialist	1	1	1	-
	Administrative Assistant	1	1	1	-
	Employment Resource Specialist	1	1	1	-
	Account Coordinator	1	1	1	-
	Deputy Director	1	0	0	-
	Employee Benefits Service Rep.	1	1	1	-
	Employment Assistant	1	1	1	-
	TOTAL	12	12	12	-
FINANCE/ASSESSORS					
	Director of Assessment	1	1	1	-
	Assessor	1	1	1	-
	Manager of Assessing	0	1	1	-
	Property Lister/Data Collector	1	1	1	-
	Customer Service Supervisor	1	1	0	(1)
	Customer Service Rep/Deed Specialist	0	0	1	1
	Senior Assistant Assessor	2	2	2	-
	Assessment Analyst	3	3	3	-
	Commercial Review Appraiser	1	1	1	-
	Executive Assistant	1	1	1	-
	Administrative Assistant	1	1	1	-
	Assistant to Board of Assessors	1	1	1	-
	Operations Manager	1	0	0	-
	Commercial Appraiser	0	1	1	-
	TOTAL	14	15	15	-
FINANCE/PURCHASING					
	Purchasing Agent	1	1	1	-
	Assistant Purchasing Agent	1	1	1	-
	Mngr. Of Construction Procurement	1	1	1	-
	Buyer	3	3	3	-
	Administrative Assistant	1	1	1	-
	TOTAL	7	7	7	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/-(-)
FINANCE/AUDITING				
City Auditor	1	1	1	-
Senior Fin. Reporting & Internal Control	1	1	1	-
Senior Account Clerk	2	2	2	-
General Ledger Accountant	1	1	1	-
Financial Analyst	1	1	1	-
Administrative Assistant	1	1	1	-
Auditing Analyst	1	1	1	-
TOTAL	8	8	8	-
FINANCE/REVENUE				
Assistant Finance Director	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	1	(1)
Cashier Coordinator	1	1	1	-
Senior Account Clerk	1	1	1	-
Cust. Srv. Supervisor/Tax Title Liaison	0	0	1	1
TOTAL	8	8	8	-
FINANCE/TREASURY				
Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Project/Cash Manager	1	1	1	-
TOTAL	5	5	5	-
FINANCE/ITD				
Chief Information Officer	1	1	1	-
Deputy Director	1	1	1	-
Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist II	4	4	4	-
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
IT Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
IT Project Engineer	4	4	5	1
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Innovations Developer	1	1	1	-
Microsoft System Administrator	1	1	0	(1)
VoIP Engineer	1	1	1	-
Web Developer	1	1	1	-
Network Manager	0	0	1	1
TOTAL	21	21	22	1

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/-(-)
GENERAL SERVICES/PRINTING & MAILING				
Supervisor of Printing	1	1	1	-
Laborer	1	0	0	-
Offset Duplicating Machine Operator	1	1	1	-
TOTAL	3	2	2	-
ELECTION				
Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director/Election	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
TOTAL	8	8	8	-
PUBLIC CELEBRATIONS				
Executive Director	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-
Events Producer/Comm Arts Dir.	1	1	1	-
TOTAL	4	4	4	-
PUBLIC SAFETY				
ANIMAL COMMISSION				
Director	1	1	1	-
Animal Control Officer	2	2	2	-
TOTAL	3	3	3	-
FIRE				
Chief	1	1	1	-
Administrative Officer/Fire	0	2	2	-
Deputy Chief	13	11	11	-
Captain	17	17	17	-
Lieutenant	51	51	51	-
Firefighter	194	194	194	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	0	0	-
Administrative Assistant	3	3	3	-
Budget Analyst	1	1	1	-
Fiscal Manager	1	1	1	-
Radio & Info. System Specialist	0	1	0	(1)
Radio/IT Manager	1	1	1	-
System Administrator	0	0	1	1
TOTAL	285	285	285	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/(-)
POLICE				
Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	6	6	6	-
Lieutenant	17	17	17	-
Sergeant	33	33	33	-
Police Officer	214	214	214	-
Chief Admin Officer	1	1	1	-
Student Intern	3	3	3	-
Administrative Assistant	2	2	2	-
Clerk & Typist	4	4	4	-
Staff Assistant/Legal	1	1	1	-
Junior Accountant	1	1	1	-
Account Clerk	2	2	2	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	2	1	1	-
Training Coordinator	1	1	1	-
Property Clerk/Armorer	2	2	2	-
Domestic Violence/Program Asst.	1	1	1	-
Information Systems Manager	1	1	1	-
Crime Analyst III	2	1	1	-
Senior Crime Analyst	0	1	1	-
Automotive Mechanic	2	2	2	-
Fleet Manager	1	1	1	-
Identification Unit Manager	1	1	1	-
Strategic Analysis Coordinator	1	1	1	-
Personnel & Budget Analyst	1	1	1	-
Information Systems Specialist	2	2	1	(1)
Motor Equipment Repair Helper	1	1	1	-
ID Technician	1	1	1	-
Facility Manager	1	1	1	-
Payroll Co-ordinator	1	1	1	-
Director of Outreach & Community Programs	0	1	1	-
Director of Communication & Media Relations	1	1	1	-
System Administrator	0	0	1	1
TOTAL	311	311	311	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/(-)
TRAFFIC, PARKING & TRANSPORTATION				
Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Jr. Traffic Engineering Aide	1	0	0	-
Junior Traffic Engineer	0	1	1	-
Transportation Planner	1	1	1	-
Manager of Traffic Engineering and Operations	1	1	1	-
Project Manager	1	1	1	-
Traffic Maintenance Person	8	8	12	4
Laborer	4	5	1	(4)
Working Foreperson/Traffic Maint.	4	3	3	-
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	2	2	2	-
Personnel Analyst	1	1	1	-
Fiscal Manager	1	1	1	-
Street Permit Coordinator	1	1	1	-
Parking Ticket Analyst	1	1	1	-
TOTAL	81	81	81	-
POLICE REVIEW & ADVISORY BOARD				
Project & Outreach Coordinator	1	1	1	-
TOTAL	1	1	1	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/-
INSPECTIONAL SERVICES				
Commissioner	1	1	1	-
Deputy Commissioner	1	1	1	-
Assistant Commissioner	1	1	1	-
Assistant Building Inspector	1	0	0	-
Administrative Assistant	3	3	3	-
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	6	6	6	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
Records Coordinator	0	1	1	-
Clerk	2	2	2	-
TOTAL	27	27	27	-
LICENSE COMMISSION				
Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Consumer Information Specialist	1	1	1	-
Administrative Assistant	3	3	3	-
Executive Director	1	1	1	-
Executive Assistant	1	1	1	-
TOTAL	9	9	9	-
WEIGHTS & MEASURES				
Sealer of Weights & Measures	1	1	1	-
TOTAL	1	1	1	-
ELECTRICAL				
City Electrician	1	1	1	-
Administrative Assistant	1	1	1	-
Signal Maintainer	1	0	1	1
Electrician Coordinator	3	3	3	-
Electrician	6	7	6	(1)
Deputy City Electrician	1	1	1	-
TOTAL	13	13	13	-
EMERGENCY COMMUNICATIONS				
Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	7	7	7	-
Fire Alarm Operator	3	3	2	(1)
Emergency Telecom Dispatcher	23	23	24	1
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
TOTAL	38	38	38	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/-
COMMUNITY MAINTENANCE & DEVELOPMENT				
PUBLIC WORKS				
Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	6	6	6	-
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Permit Administrator	1	1	1	-
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Clerk of the Works	0	0	1	1
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	0	(1)
Working Foreperson	23	23	23	-
Laborer	44	40	41	1
Senior Laborer/Building Operations	10	10	10	-
Skilled Laborer	38	41	41	-
MEO III	1	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	8	8	8	-
MEO I	4	4	4	-
MEO IIA	15	15	14	(1)
Refuse & Parks Inspector	1	1	1	-
Environmental Services Manager	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	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance + / (-)
PUBLIC WORKS (cont.)				
Master Mechanic	1	1	1	-
Sewer Use Compliance Officer	1	1	1	-
Senior Engineer	2	2	2	-
Junior Engineer	2	3	2	(1)
Supervising Engineer	1	1	2	1
Director of Engineering Services	1	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Wastewater/Hydraulic Engr.	1	1	1	-
Wastewater Compliance Officer	1	1	1	-
Assistant Parks Superintendent	1	1	1	-
TOTAL	213	213	213	-
WATER				
Managing Director	1	1	1	-
Fiscal Coordinator	1	1	1	-
Meter Technician	1	1	1	-
Meter Technician Supervisor	1	1	1	-
Working Foreperson	5	5	5	-
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	1	1	1	-
Cross Connection Supervisor	1	1	1	-
Reservation Site Supervisor	1	1	1	-
Chief Ranger	1	1	1	-
Watershed Supervisor	1	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	6	7	7	-
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Manager /Water Resources	1	0	0	-
Director of Water Operations	0	1	1	-
Water Quality Supervisor	2	2	2	-
Water Quality Supervisor/Treatment Plant	1	1	1	-
Production Manager	1	1	1	-
Assistant Distribution Manager	0	2	2	-
Distribution Supervisor	2	0	0	-
Director for Distribution & Engineering Operations	0	1	1	-
Manager of Distribution	1	0	0	-
Assistant to Managing Director	0	0	0	-
Working Supervisor/Park Maintenance	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Inventory Control Specialist	1	1	1	-
Assistant Director	1	0	0	-
Administrative Assistant	1	1	1	-
Admin. & Fiscal Operations Manager	0	1	1	-
Executive Assistant	1	0	0	-
Manager of Finance and Info. Technology	1	0	0	-
Director for Administration	0	1	1	-
TOTAL	55	55	55	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance + / (-)
COMMUNITY DEVELOPMENT				
Asst. City Manager/Community Dev.	1	1	1	-
Deputy Director	1	1	1	-
Project Administrator/Administration	2	2	2	-
Federal Grants Manager	1	1	1	-
Fiscal Project Manager	1	0	0	-
Associate Planner/Block Grant	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Senior Account Clerk	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Administrative Asst./Econ. Dev.	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Chief Project Planner/Urban Designer	1	1	1	-
Associate Planner/Urban Design	0	1	1	-
Project Planner/Urban Design	1	0	0	-
Associate Planner/Construction Mngr.	1	1	1	-
Associate Planner/Community Planner	2	0	0	-
Associate Planner/Land Use	1	0	0	-
Project Planner/Land Use	0	1	1	-
Associate Planner/Housing	2	2	2	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Community Planning	0	1	1	-
Project Planner/Land Use & Zoning	1	1	1	-
Project Planner/Data Manager	1	1	1	-
Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Project Planner/Housing	4	4	4	-
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-
Associate Planner/Economic Dev.	1	0	0	-
Project Planner/Econ. Dev	2	2	2	-
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-
Assoc. Planner/Traffic Calming Proj. Manager	1	1	1	-
Assoc. Planner/Trans. Demand Mgmt. Planner	1	0	0	-
Sustainability Planner	0	1	1	-
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-
Project Planner/Transportation	1	1	1	-
Community Energy Outreach Mgr.	0	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Associate Planner/Environmental	1	1	1	-
Project Planner/Environmental	1	1	1	-
Receptionist	0	1	1	-
TOTAL	44	43	43	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/(-)
HISTORICAL COMMISSION				
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Preservation Administrator	1	1	1	-
Preservation Planner	1	1	1	-
Oral Historian	1	1	1	-
TOTAL	5	5	5	-
CONSERVATION COMMISSION				
Director of Conservation	1	1	1	-
TOTAL	1	1	1	-
PEACE COMMISSION				
Executive Director	1	1	1	-
TOTAL	1	1	1	-
CABLE TELEVISION				
Director/Cable Television	1	1	1	-
Cable TV Assistant	1	1	0	(1)
Administrative Assistant	0	0	1	1
Video Tape Editor	1	1	1	-
Associate Producer	1	1	1	-
Production Manager	1	1	1	-
TOTAL	5	5	5	-
HUMAN RESOURCE DEVELOPMENT				
LIBRARY				
Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Senior Librarian	8	8	8	-
Administrative Assistant	3	3	3	-
Staff Librarian	14	14	14	-
Library Assistant	8	9	9	-
Associate Librarian	5	5	4	(1)
Library Associate	5	5	5	-
Laborer	1	1	1	-
Senior Building Custodian	1	1	1	-
Facilities Manager	1	1	1	-
Building Custodian	2	2	2	-
Information System Coordinator	1	1	1	-
Branch Manager	5	5	5	-
Librarian II	1	1	1	-
Literacy Specialist	1	1	1	-
Library Analyst	1	1	1	-
Senior Technician	2	2	2	-
Senior Substitute	2	2	2	-
Manager Borrower Services	1	1	1	-
Manager of Adult Services	0	0	1	1
TOTAL	65	66	66	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/(-)
HUMAN SERVICES				
Asst. City Manager/Human Services	1	1	1	-
Assistant Director	0	0	3	3
Deputy Director/DHSP	1	1	0	(1)
Project Coordinator	1	1	1	-
Administrative Assistant/DHSP	3	3	3	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	1	1	1	-
Senior Account Clerk	2	2	2	-
Division Head/Administrative	1	1	0	(1)
Personnel Administrator/Fuel Dir.	1	1	1	-
System Administrator	1	1	1	-
Program Assistant/Extended	1	1	1	-
Coordinator/Supervised Activities	1	1	1	-
Coordinator for Literacy	1	1	1	-
Division Head/Workforce Dev.	1	1	1	-
Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Program Director- Adult Emp.	1	1	1	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Job Developer CEP	1	1	1	-
Senior Job Developer	1	1	1	-
Employment Services Coordinator	1	1	1	-
Employment & Planning Development Director	1	1	1	-
Division Head/Planning & Dev.	1	1	0	(1)
Homeless Services Continuum	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	1	-
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab.	1	1	1	-
Multiservice Center Director	1	1	1	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/(-)
HUMAN SERVICES (cont.)				
Case Manager	3	3	3	-
Haitian Services Coordinator	1	1	1	-
Division Head/Community & Youth	1	1	1	-
Community School Director	11	12	12	-
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	-
Bus Driver Rec/Weekend	0	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	6	6	6	-
Teacher/Director/Childcare	6	5	5	-
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
King Pre-School Director	0	1	1	-
Coordinator/Childcare	1	1	1	-
Director of Golf	1	1	1	-
Greenskeeper	1	1	1	-
Greens Assistant	1	1	1	-
Div. Head/Comm. Learning Center	1	1	1	-
Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	6	6	6	-
Division Head/Youth Program	1	1	1	-
Youth Center Program Director	9	9	9	-
Youth Center Director	5	5	5	-
Senior Clerk/Receptionist	1	1	1	-
Asst Director/Youth Programs	2	2	2	-
Senior Food Pantry Coordinator	1	1	1	-
Multiservice Center Assistant	1	1	1	-
Information Referral Coordinator	1	1	1	-
Inclusion Specialist	1	1	1	-
Transitional Jobs Prog. Coordinator	1	1	1	-
Case Manager Transitional Jobs Program	1	1	1	-
Special Projects Manager	0	1	1	-
Middle School Program Coordinator	1	1	1	-
TOTAL	136	139	139	-

	FY12 Staff Pos.	FY13 Staff Pos.	FY14 Staff Pos.	FY 13-14 Variance +/(-)
COMMISSION ON THE STATUS OF WOMEN				
Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	2	2	2	-
HUMAN RIGHTS COMMISSION				
Executive Director Human Rights	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	2	2	2	-
VETERANS' BENEFITS/SERVICES				
Director of Veterans' Services	1	1	1	-
Manager/Veterans' Benefits & Svcs	0	1	1	-
Deputy Director/Veterans' Services	1	0	0	-
Administrative Assistant	1	0	0	-
TOTAL	3	2	2	-
GRAND TOTAL	1434	1436	1437	1

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 request from departments to fill vacancies as they occur. In some cases, position vacancies are held open by the committee.

SUMMARY: OPERATING BUDGET (all funds)

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
\$55,367,830	\$47,156,450	General Government	\$56,288,320
\$103,261,280	\$108,210,200	Public Safety	\$113,479,335
\$96,914,105	\$101,692,090	Community Maintenance and Development	\$104,866,125
\$31,754,755	\$32,965,535	Human Resources and Development	\$33,589,345
\$140,081,180	\$144,557,510	Education	\$150,989,445
<u>\$46,146,730</u>	<u>\$49,089,980</u>	Intergovernmental	<u>\$47,973,765</u>
\$473,525,880	\$483,671,765		\$507,186,335

FINANCING PLAN	FY14 BUDGET
Taxes	\$363,556,815
Licenses and Permits	\$9,668,400
Fines & Forfeits	\$9,514,555
Charges For Services	\$71,776,820
Intergovernmental Revenue	\$40,184,740
Miscellaneous Revenue	<u>\$12,485,005</u>
	\$507,186,335

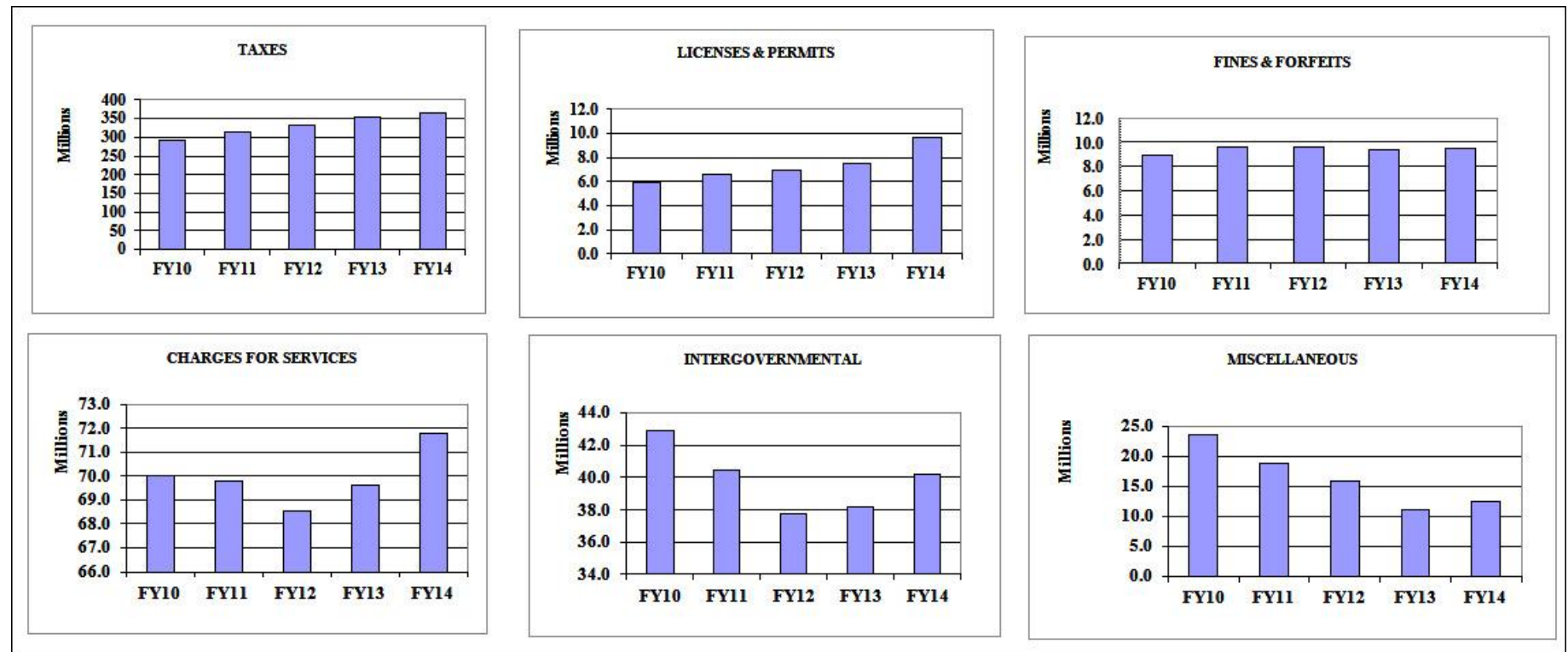
SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY14 BUDGET
General Government	\$125,000
Public Safety	60,000
Community Maintenance & Development	91,888,930
Human Resource Development	192,000
Education	<u>450,000</u>
	\$92,715,930

FINANCING PLAN	FY14 BUDGET
Property Taxes	\$1,400,000
Parking Fund	850,000
Parking Fund Balance	850,000
Sewer Service Charge	1,000,000
Water Service Charge	3,400,000
Block Grant	1,066,600
Chapter 90	2,538,710
Street Preservation Offset Fund (SPOF)	185,945
Sidewalk Revenues	72,835
Resident Sticker	425,000
MWRA Grant Interest	43,000
MWRA Grant	22,100,000
CRLS NSTAR Rebate	226,510
Bond Proceeds	58,308,000
War Memorial	28,000
Golf Course Fees	80,000
Cable TV License Fees	<u>141,330</u>
	\$92,715,930

FIVE YEAR OPERATING BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY10	\$292,871,625	\$5,958,620	\$8,985,080	\$69,987,350	\$42,925,885	\$23,484,290	\$444,212,850
FY11	\$314,575,015	\$6,577,700	\$9,621,195	\$69,770,355	\$40,444,870	\$18,715,890	\$459,705,025
FY12	\$333,342,295	\$7,000,350	\$9,657,085	\$68,517,140	\$37,717,960	\$15,961,265	\$472,196,095
FY13	\$352,409,135	\$7,515,500	\$9,422,205	\$69,593,055	\$38,147,710	\$11,140,960	\$488,228,565
FY14	\$363,556,815	\$9,668,400	\$9,514,555	\$71,776,820	\$40,184,740	\$12,485,005	\$507,186,335



Major Revenue Sources

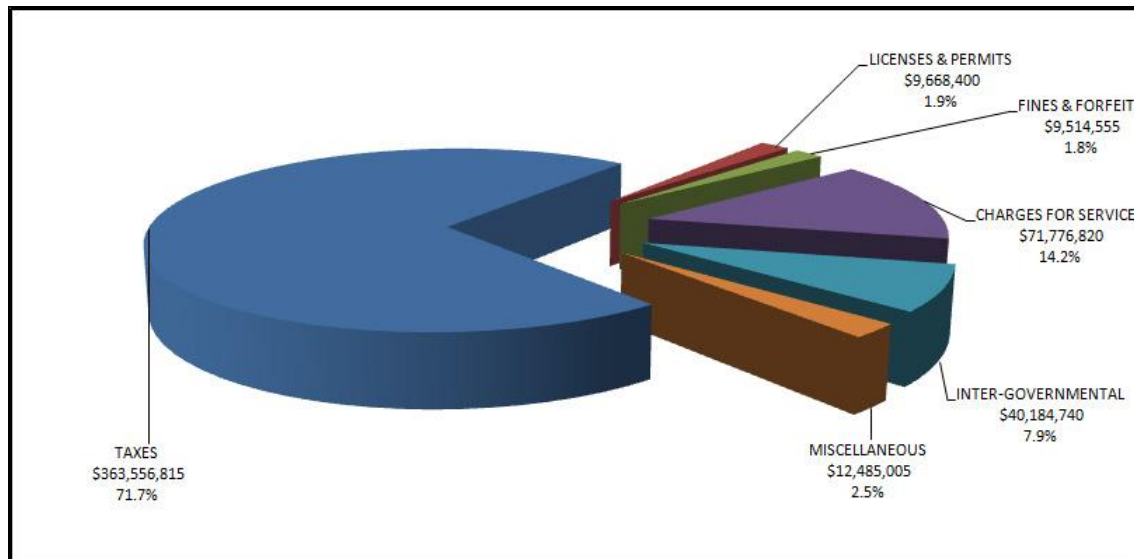
INTRODUCTION

The following narrative is a summary of major revenue sources for the City's Operating Budget, including highlights of significant changes. Detailed descriptions for each revenue source, including FY12 Actual, FY13 Projected and FY14 Budget, are contained in this section.

Of the six categories listed on the following pages, Taxes, Charges for Services and Intergovernmental revenue represent \$475,518,375, or 93.8%, 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 69.9% of total revenues followed by Charges for Services 14.7%, Intergovernmental revenue 8.4%, Miscellaneous 3.5%, Fines & Forfeits 2% and Licenses and Permits 1.5%.

As part of an ongoing effort coordinated by the Finance Department to review License and Permit Fees, Charges for Services and Fines and Forfeits charged by City departments, the City was able to implement modest revenue increases. The FY13 Budget contained increases to these revenue types but were not reflected in the FY13 Budget. These increases have been realized and used in FY14. Increases proposed in FY14, for the most part, have not been reflected in the budget, in keeping with our practice to obtain actual revenue history prior to budgeting an increase in revenue generated from License and Permit Fees, Charges for Services and Fine increases. In addition, the continued growth of the economy, planned use of reserves and ongoing analysis of revenue collections has also contributed to the increased use of non-property tax revenues to fund the FY14 Budget.

FY14 REVENUE BY SOURCE: \$507,186,335



REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY14 are based on FY12 actual and FY13 projected collections, historical trends and anticipated changes that impact particular revenues. This practice served the City well in this most recent period of uncertainty, since the City met or exceeded most of its FY12 budgeted revenues and expects to do the same in FY13. While revenue collections have stabilized generally, and in some cases increased, the City is still experiencing some volatility in certain revenues, federal and state funding in particular.

1. TAXES

FY14 tax revenues total \$363,556,815. 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. This revenue category funds 71.7% of the Operating Budget.

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 \$335,601,085, and represent 66.2% of the general funds total operating revenues. When non-budget items such as overlay reserve and other offsets of \$4,629,060 are included, plus \$1,400,000 for the Capital Budget, the total FY14 projected tax levy is \$341,630,145. \$2.0 million in overlay surplus balances accumulated from prior fiscal years will be used to lower the tax levy increase, which is the same amount used in FY13. In addition, \$9.0 million in Free Cash (unreserved fund balance) will be used to reduce the property tax levy increase in FY14, which is \$1.3 million less than used in FY13.

Therefore, the total property tax levy required to support the General Fund Operating and Capital Budget is \$330,630,145, which is an increase of \$11,811,950, or 3.7%, from FY13. 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.

The overall property tax levy is projected to increase by 3.7% in FY14, which is less than the 5.6% projected increase for FY14 contained in the City's five-year financial plan. It is our 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 and other revenues, at a higher level than what is included in the FY14 Budget, once actual FY13 receipts and final state aid figures are known.

As noted above, the Public Investment (Capital) Budget uses \$1,400,000 in property tax revenue which is \$175,000 more than the amount used in FY13.

Real and personal property taxes are based on values assessed as of January 1 of the previous fiscal year. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. The City sets its residential and commercial tax rates in the fall of each year.

The City bills and collects its property taxes on a semiannual basis following the January 1 assessment. The due dates for 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.

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 FY13 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately \$104.1 million, which is the largest amount in the City's history and reflects an increase of \$1.5 million from FY12.

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

Hotel/Motel and Meals Excise Taxes

Cities and towns in the Commonwealth, by local option, are allowed to allocate an additional 0.75% to the Meals Excise (State Meals Excise 6.25%), and increase the Room Occupancy (Hotel/Motel) Excise by 2% (from 4% to 6%).

Hotel/Motel tax revenues of \$11.0 million are projected for FY13, which is \$0.5 million more than the \$10.5 million used in the FY13 Budget and reflects a robust tourism and business climate in the city. For FY14, \$10.95 million is budgeted, based on the estimated current year revenues, which is a \$0.45 million increase.

\$3.5 million in Meals Excise tax revenues are estimated to be received in FY13, which is \$0.2 million more than budgeted. For FY14, \$3.4 million is budgeted based on current year collections. Additional revenues from these sources, based on actual collections, may be used to reduce the FY14 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 FY14, which is the same amount used in FY13, based on current year projections. The City continues to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.

Corporate Excise Tax

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

As a result, Corporate Excise Tax revenue has been budgeted at \$1,200,000 in FY14, which is the same amount budgeted in FY13.

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).

MIT's agreement contains an escalation of the base payment by 2.5% per year during the term. The FY14 payment is estimated to be \$2,210,189.

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 FY14 estimated payment is scheduled to be \$2,952,645.

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 FY14 budgeted amount for all in lieu payments is \$5,500,000, which is an increase of \$255,000 over the FY13 budget.

2. LICENSE AND PERMITS

FY14 License and Permit revenue totals \$9,668,400 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 \$5.0 million in FY14 due to an increase in the amount of economic development throughout the city. This is approximately \$2.0 million more than what was budgeted in FY13. Projected revenue for FY13 is estimated to be \$14.0 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.

Revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department has been increased by \$100,000 to \$600,000 in FY14, based on FY13 projected revenues.

3. FINES AND FORFEITS

FY13 revenue from Fines and Forfeits totals \$9,514,555. The largest revenue source for this category is parking fines, which total \$8,891,855 in the FY14 Operating Budget, an increase of \$68,700 from FY13 budgeted revenues of \$8,823,155. The \$8,891,855 amount does not include \$850,000 that is used as a funding source for Traffic and Parking related capital projects which, when included, brings the total projected parking fine revenue in FY14 to \$9,741,855, which is \$68,700 higher than the \$9,673,155 budgeted in FY13. Parking fines are reported to the Parking Fund, which is also used to record several other traffic and parking related revenues.

Library fines have increased by \$10,000 to a total of \$65,000 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.

4. CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City and totals \$71,776,820, or 14.2% 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 FY14 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, 2013 and ending March 31, 2014, the water rate reflects a 0.0% increase over FY13, while the sewer rate increased by 4.2% over FY13. The FY14 combined water/sewer rate is 2.9%. This is the third year in a row that there has been a 0.0% water rate increase. During FY12 and FY13, the sewer rate also saw a 0% increase.

In February 2013, the City issued \$21,405,000 in bonds to finance several sewer reconstruction projects throughout the city.

Total FY14 water revenues fund \$14,944,275 of the FY14 operating budget and include water usage, miscellaneous water charges, and net assets. This is an increase of \$94,620 from the FY13 Budget. In addition to the \$14,944,275, \$3,400,000 in water revenue will be used to fund water related capital projects in FY14. Therefore, total water revenue from all sources is \$18,344,275, a net increase of \$94,620 from the FY13 Budget.

Sewer revenue like water revenue is based on estimated usage. Total FY14 Sewer revenue includes sewer service usage and MWPAT subsidies, to fund the operating budget of \$39,495,700, an increase of \$1,504,805 from the FY13 Budget. In addition to the \$39.5 million, \$1,000,000 in sewer revenue has been included in the FY14 Capital Budget, which is a \$250,000 increase from FY13. Total sewer revenue from all sources is \$40,495,700, a net increase of \$1,754,805 from the FY13 Budget.

Parking Fund

The Parking Fund is used to record revenue from the use of meter and street obstruction permits, street meter collections, resident parking stickers, parking lots and garages, parking fines, interest earnings and miscellaneous income. Total revenue from these sources is budgeted at \$20,821,855 in FY14 and is used to fund the Traffic, Parking and Transportation Department Operating Budget (\$10,935,015), Capital Budget (\$1,275,000) and to support 10 other Operating Budgets (\$8,611,840).

FY14 Parking Fund usage revenue of \$9,965,000, which is contained in the Charges for Services revenue category, includes receipts from Traffic, Parking and Transportation Department activities such as street meters (\$4,750,000), parking lot revenue (\$925,000), parking garage revenue (\$3,520,000), resident parking stickers (\$575,000), boot removal (\$45,000) and use of meter fees (\$150,000). In addition to the revenue \$9.9 million in Parking Fund usage listed above, FY14 Parking Fund revenue includes receipts for street obstruction permits \$600,000, parking fines \$8,891,855, interest earnings \$60,000 and miscellaneous revenue \$30,000.

The \$1,275,000 Capital Budget allocation includes \$425,000 from resident parking stickers that will support energy and transportation initiatives.

Other

An additional \$120,000 in Community School revenue has been budgeted in FY14, based on current year estimates, to cover budget increases to reflect program costs.

5. INTERGOVERNMENTAL REVENUE

FY14 Intergovernmental Revenue (\$40,184,740) includes federal and state grants, other governmental revenue and State Aid revenue.

State Aid

In determining the FY14 state aid allocations, the City uses the state aid estimated in the Governor's Proposed Budget released in January 2013. Within the Governor's Proposed FY14 Budget, is a significant increase in education support to be funded by considerable changes to the state's income tax structure. To be conservative in FY14, the City used its FY13 Chapter 70 allocation in the event the income tax increase does not pass. Estimated total FY14 State Aid (Cherry Sheet) revenue of \$29,517,585 represents 5.8% of the total FY14 Operating Budget. In the FY13 Budget, total state aid was \$27,690,565 or 5.7% of the total FY13 Budget.

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.

In FY13, the City received \$18,170,690 in UGGA and \$8,892,160 School Aid/Chapter 70, for a total of \$27,062,850, or 5.5% of the FY13 Adopted Budget.

In FY14, the City estimates receiving \$18,422,025 in UGGA and \$8,892,160 in School Aid/Chapter 70. These two local aid categories represent 5.4% of the total FY14 Operating Budget. Adjustments to State Aid figures, based on the adjusted state budget will be made in the fall when the City Manager submits his recommendation to the City Council to set the final property tax levy amount.

Other

Total Community Development Block Grant revenues are projected to decrease by \$49,630 to \$1,464,165 in FY14 from the FY13 Budget. This amount reflects an estimated reduction of 3.3% due to the federal sequestration cuts that went into effect this fiscal year.

Medicaid Reimbursements, which are used to fund the School Budget, have increased by \$200,000 to \$1.2 million to reflect current year revenues.

6. MISCELLANEOUS

The Miscellaneous Revenue category totals \$12,485,005 in FY14, which is an increase of \$1,344,045 from FY13. This is primarily due to the \$1.0 million Stabilization Fund transfer to debt.

Interest Earnings

General Fund interest earnings of \$500,000 have been included in the FY14 Budget, which is the same amount used in FY13. In addition to this amount, \$60,000 in interest earnings from the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in FY14. Total interest earnings are budgeted at \$600,000 in FY14.

Free Cash

Free Cash are funds remaining from the operations of the previous fiscal year, which are certified by the State Department of Revenue's (DOR) Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount of remaining funds, which can be certified as Free Cash. The City's certified Free Cash figure was \$115,826,900 as of July 1, 2012, which was \$13.5 million higher than the previous year's figure and the highest amount in the City's history.

It is estimated that the City will again use \$9.0 million in Free Cash in FY14 plus any local aid adjustments which are not included in the base, as it did in FY13, to lower the property tax levy increase, which is consistent with the City's financial plan. Free Cash is not directly shown in the FY14 Budget as a revenue source but will be reflected in the City Manager's recommendation 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 Debt Stabilization Fund has a fund balance of \$10 million which will be used to support the reconstruction of elementary schools in the upcoming years. In FY14, \$1,000,000 has been allocated for the King School construction project.

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 FY14, \$586,670 in School Stabilization Funds is being used, which is a decrease of \$22,900 from FY13, due to a decrease in existing debt service costs for the War Memorial Recreation Center. The balance in the School Debt Stabilization Fund as of June 30, 2013 is projected to be \$4.9 million.

Other

The Health Claims Trust Fund Transfer has been increased from \$8,500,000 to \$8,600,000 to fully reflect increased employee health and dental insurance contributions in FY14.

The Teacher Retirement Fund Transfer is budgeted at \$600,000. There is no change from the FY13 Budget. An update to the Pension Actuarial study is due every two years. The City anticipates funding its unfunded liability by 2029.

Rent proceeds from the Cambridge Housing Authority for tenancy at 5 Western Avenue are estimated at \$520,800 and will offset Debt Service costs related to the newly renovated 5 Western Avenue Building.

The following pages provide a detailed description of specific revenues contained in the six major revenue categories.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**OPERATING BUDGET
-Summary**

\$324,011,780	\$350,154,670		
\$21,754,955	\$19,698,740	TAXES	\$363,556,815
\$11,431,525	\$11,033,700	LICENSES AND PERMITS	\$9,668,400
\$75,699,005	\$74,585,975	FINES & FORFEITS	\$9,514,555
\$41,654,210	\$42,493,905	CHARGES FOR SERVICES	\$71,776,820
<u>\$16,986,150</u>	<u>\$11,187,430</u>	INTERGOVERNMENTAL REVENUE	\$40,184,740
\$491,537,625	\$509,154,420	MISCELLANEOUS REVENUE	<u>\$12,485,005</u>
			\$507,186,335

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 License and Permit Fees, Charges for Services and Fines imposed by City departments, the City was able to implement modest revenue increases in FY14. In addition, the continued growth of the economy, planned use of reserves and the ongoing analysis of revenue collections have also contributed to increased use of non-property tax revenue to fund the FY14 Budget.

The total property tax levy is projected to increase by 3.7% in FY14 or \$11,811,950. Non-property tax revenue is generated from a variety of sources, which is highlighted below.

It is the City's practice to budget non-property tax revenue conservatively. The City carefully reviews actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the FY15 Budget, or used at the time of setting the FY14 property tax rate to reduce the property tax levy. Based on the current economic climate, the latter option will more than likely be pursued.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**TAXES
-Summary**

\$275,749,020	\$298,724,510	REAL PROPERTY TAX	\$311,236,445
\$18,984,410	\$23,385,160	PERSONAL PROPERTY TAX	\$24,364,640
\$6,015,990	\$6,100,000	MOTOR VEHICLE EXCISE TAX	\$6,100,000
\$11,219,830	\$11,000,000	HOTEL/MOTEL EXCISE TAX	\$10,955,730
\$1,352,215	\$1,200,000	CORPORATION EXCISE TAX	\$1,200,000
\$3,734,590	\$3,500,000	MEALS EXCISE TAX	\$3,400,000
\$721,725	\$850,000	PENALTIES & DELINQ. INT.	\$800,000
<u>\$6,234,000</u>	<u>\$5,395,000</u>	IN LIEU OF TAX PAYMENTS	<u>\$5,500,000</u>
\$324,011,780	\$350,154,670		\$363,556,815

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

1st. On a triennial basis, the State Department of Revenue recertifies property values. In the intervening years, the City is required to perform a statistical validation of values, which is also approved by the State.

PERSONAL PROPERTY TAX. This tax is imposed on the personal property (stock, inventory, 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.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**TAXES
-Real Property Tax**

\$275,749,020

\$298,724,510

REAL PROPERTY TAX \$311,236,445 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>
FY13	\$ 316,947,769	\$ 4,447,769	\$ 312,500,000	-	-
FY12	\$ 299,090,638	\$ 4,390,639	\$ 294,699,999	\$ 294,569,421	99.9%
FY11	\$ 283,961,699	\$ 4,295,422	\$ 279,666,277	\$ 280,979,212	100.5%
FY10	\$ 268,662,984	\$ 4,362,984	\$ 264,300,000	\$ 263,057,040	99.5%
FY09	\$ 254,945,578	\$ 4,445,573	\$ 250,500,005	\$ 250,159,641	99.9%

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

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

<u>Fiscal Year</u>	<u>Tax Levy</u>	<u>Overlay Reserve</u>		<u>During Fiscal Year of Each Tax levy Abatements</u>
		<u>Amounts</u>	<u>% of Total Levy</u>	
FY13	\$316,947,769	\$ 4,447,769	1.4%	-
FY12	\$299,090,638	\$ 4,390,639	1.5%	\$1,362,467.00
FY11	\$283,961,699	\$ 4,295,422	1.5%	\$ 1,471,642.00
FY10	\$268,662,984	\$ 4,362,984	1.6%	\$ 2,018,228.00
FY09	\$254,945,578	\$ 4,445,573	1.7%	\$ 3,011,039.00

TAXES
-Personal Property Tax

ACTUAL FY12	PROJECTED FY13	BUDGET FY14
----------------	-------------------	----------------

<p>\$18,984,410</p>	<p>\$23,385,160</p>
----------------------------	----------------------------

PERSONAL PROPERTY TAX **\$24,364,640** **PERSONAL PROPERTY TAX.** The Board of Assessors determines the value of all taxable personal property for approximately 2,700 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the 10 largest accounts pay a majority of the total personal property tax. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well.

TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY13)	
N'Star Electric (Utility)	\$ 5,133,365
Novartis Institute (Pharmaceuticals)	\$ 2,968,720
Millenium Pharmaceuticals, Inc (Pharmaceuticals)	\$ 1,014,248
Verizon New England (Telecommunications)	\$ 918,273
Southern Emergency Kendall (Power Plant)	\$ 769,804
Charles Stark Draper Lab	\$ 586,158
Level 3 Communications (Telecommunications)	\$ 574,027
Amgen Inc (Pharmaceuticals)	\$ 473,863
Sanofi-Aventis	\$ 405,114
New Cingular Wireless (Telecommunications)	\$ 358,860

TAXES
-Motor Vehicle Excise Tax

ACTUAL FY12	PROJECTED FY13	BUDGET FY14
----------------	-------------------	----------------

\$6,015,990

\$6,100,000

MOTOR VEHICLE EXCISE TAX \$6,100,000

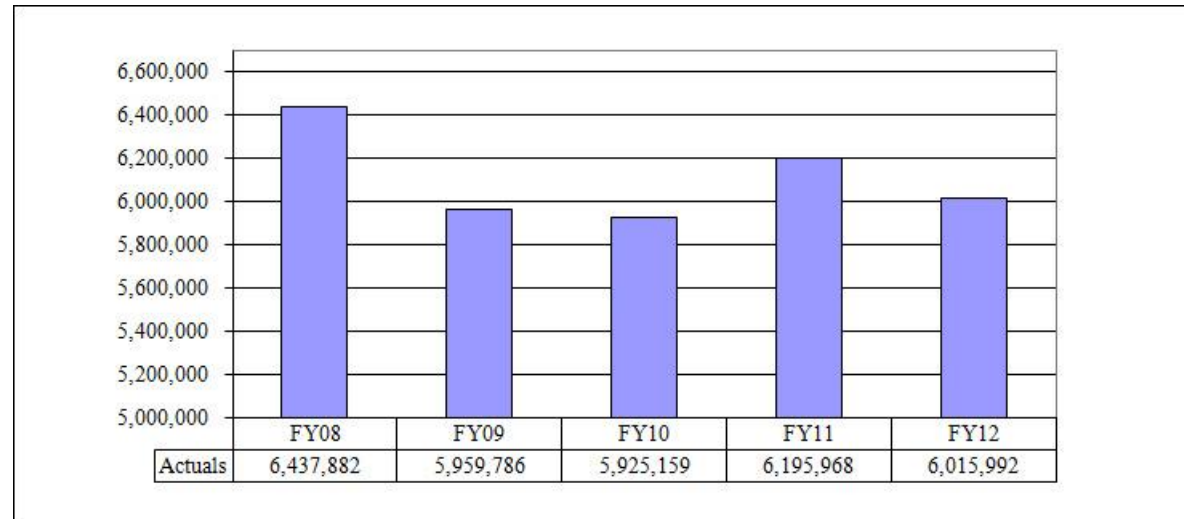
EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at \$25

per \$1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated and information is provided to the deputy collectors on a quicker and more accurate basis. In FY13, 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 MOTOR VEHICLE EXCISE TAX



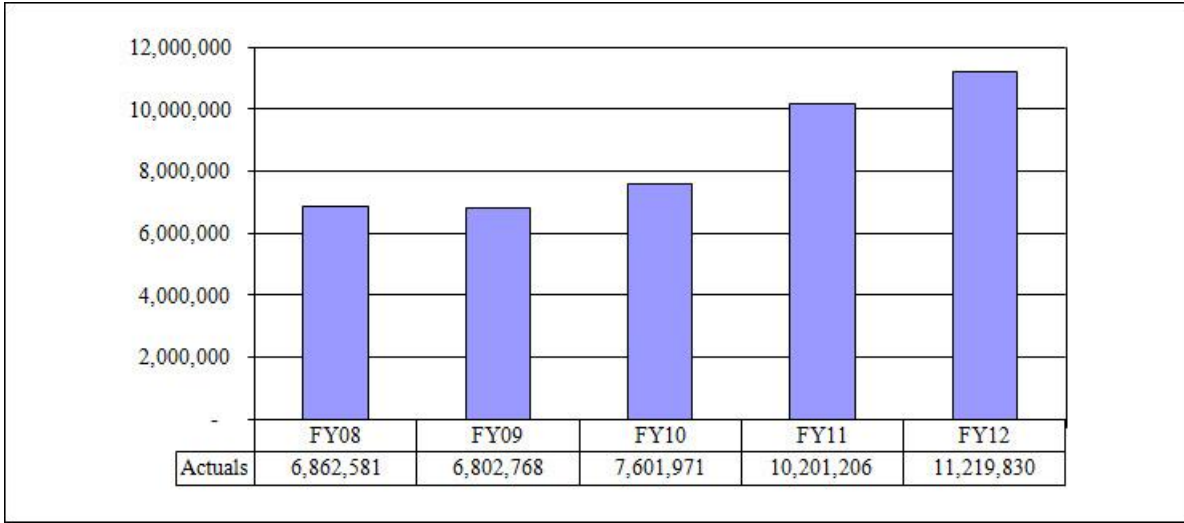
ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**TAXES
-Hotel/Motel Tax**

\$11,219,830	\$11,000,000
---------------------	---------------------

HOTEL/MOTEL EXCISE TAX \$10,955,730 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



TAXES
-Corporation Excise Tax

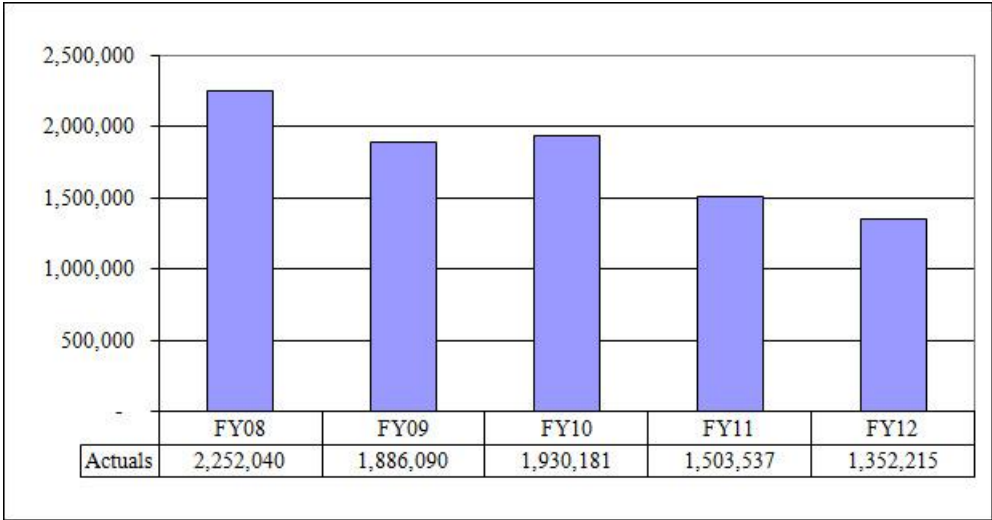
ACTUAL FY12	PROJECTED FY13	BUDGET FY14
------------------------	---------------------------	------------------------

\$1,352,215	\$1,200,000
--------------------	--------------------

CORPORATION EXCISE TAX \$1,200,000 CORPORATION EXCISE TAX.

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

FIVE YEAR HISTORY CORPORATION EXCISE TAX



ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

TAXES
-Meals Excise Tax

\$3,734,590	\$3,500,000	<p>MEALS EXCISE TAX \$3,400,000</p> <p>MEALS EXCISE TAX. The Adopted FY10 State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in State Aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise, upon local acceptance for local use. The State increased its portion of the Meals Excise Tax from 5% to 6.25% in FY10. The City Council adopted this option on July 27, 2009.</p> <p>\$3.5 million in Meals Excise Tax revenue is estimated to be received in FY13. \$3.4 million is budgeted in FY14, which is a decrease of \$100,000 from the FY13 projection.</p>	
--------------------	--------------------	---	--

ACTUAL FY12	PROJECTED FY13		BUDGET FY14	TAXES -Penalties and Delinquent Interest
\$721,725	\$850,000	<p data-bbox="785 212 1950 245" style="text-align: center;">PENALTIES & DELINQ. INT. \$800,000 DELINQUENT INTEREST. The</p> <p data-bbox="625 253 1950 492">City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 14 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.</p> <p data-bbox="625 532 1950 808">PENALTY CHARGES. If real and personal property taxes are not paid within 30 days for the second billing (usually May 1) in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$10) and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges, in lieu of a salary. A \$20 fee is added to outstanding excise tax accounts 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="625 849 1950 987">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), 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 1027 1950 1125">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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**TAXES
-In Lieu of Tax Payments**

\$6,234,000	\$5,395,000	<p>IN LIEU OF TAX PAYMENTS \$5,500,000 IN LIEU OF TAX PAYMENTS.</p> <p>Cambridge taxpayers are constrained by the fact that 43% of the total land area in the City is tax-exempt. The "In Lieu of Tax" payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. The City Assessor's Office mails out requests each year for payments, calculated at 26 cents per square foot of land area.</p> <p>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 FY14 payment is estimated to be approximately \$2,210,189.</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 FY14 payment is estimated to be \$2,952,645.</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>	
--------------------	--------------------	---	--

**LICENSES AND PERMITS
-Summary**

ACTUAL FY12	PROJECTED FY13	BUDGET FY14
<p>\$2,688,350 <u>\$19,066,605</u> \$21,754,955</p>	<p>\$2,658,100 <u>\$17,040,640</u> \$19,698,740</p>	<p style="text-align: right;">LICENSES \$2,440,500 PERMITS <u>\$7,227,900</u> \$9,668,400</p>

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 the Police Commissioner, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. 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 FY12	PROJECTED FY13		BUDGET FY14
\$7,350	\$6,000	MILK	\$6,000
\$984,975	\$965,000	ALCOHOLIC BEVERAGES	\$950,000
\$55,880	\$54,000	COMMON VICTUALER	\$54,000
\$9,250	\$12,000	BUILDERS	\$1,000
\$296,715	\$295,000	LODGING HOUSE	\$287,000
\$332,875	\$318,000	GARAGE/GASOLINE	\$318,000
\$3,050	\$3,000	SHOPS AND SALES	\$3,000
\$82,800	\$83,000	HACKNEY	\$83,000
\$72,510	\$72,500	MOTOR VEHICLE RELATED	\$72,500
\$192,535	\$190,000	ENTERTAINMENT	\$185,000
\$183,910	\$231,600	HEALTH RELATED	\$80,500
\$41,755	\$40,000	MARRIAGE	\$40,000
\$24,215	\$23,500	DOG LICENSES	\$23,000
\$11,590	\$11,000	STREET PERFORMERS	\$10,800
\$168,230	\$168,250	POLE AND CONDUIT	\$168,250
\$17,700	\$17,000	TOBACCO	\$17,000
\$2,500	\$2,250	DISPOSAL	\$2,000
\$23,980	\$20,000	MISCELLANEOUS	\$20,000
\$1,350	\$1,250	RECREATION CAMPS	\$700
\$13,400	\$11,000	NEWSPAPER BOXES	\$10,000
\$17,880	\$10,000	MULTI-FAMILY INSPECTIONS	\$10,000
\$38,125	\$18,750	PROPERTY USE	\$18,750
<u>\$105,775</u>	<u>\$105,000</u>	DUMPSTER	<u>\$80,000</u>
\$2,688,350	\$2,658,100		\$2,440,500

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.

COMMON VICTUALER. The common victualer license, issued by the License Commission, allows food and non-alcoholic beverages to be sold and consumed on the premises. Under special legislation, Cambridge is allowed to set the fee according to seating capacity: 1-25: \$45.50, 26-49:

\$65.00, 50-99: \$104.00 and with a sliding fee scale of up to a maximum fee of \$1,287.00 for 1,300 persons and over.

BUILDER'S LICENSES. The Inspectional Services Department issues a builder's license to qualified individuals for specific construction categories. The initial 2 year license fee is \$50 and a two-year renewal is \$50.

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 19 antique stores (\$91), 1 auctioneer (\$60) and 16 second hand dealers (\$60). One day auction sales, which are charged at a rate of \$31 per day, are also covered by this category.

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 1,300 hackney driver's licenses (\$32/yr. or \$75/3 yr.). Two-month training licenses are issued for \$10, and this training period must be successfully completed before a driver earns an annual license.

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

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

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

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

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

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

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

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

DISPOSAL COMPANIES. Pursuant to 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 and festivals are included in this estimate.

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

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

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

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

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

ALCOHOL FEES

TYPE	NO.	FEE
All Alcohol Institute Education 7 days, 1 a.m.	1	\$3,865
Wine/Malt Educational	5	\$2,040
All Alcohol Restaurant 7 days. 1 a.m.	81	\$3,160/\$6,320
All Alcohol Restaurant 7 days, 1:30 a.m.	1	\$3,530/\$7,060
All Alcohol 7 days, 2 a.m.	54	\$3,905/\$7,810
Wine/Malt Brewery 7 days	1	\$1,225
Wine/Malt Restaurant 7 days, 2 a.m.	62	\$2,000/\$4,000
All Alcoholic Package Store	22	\$2,330
Wine/Malt Package Store	18	\$1,750
All Alcohol Hotels, over 100 rooms	12	\$6,300
All Alcohol Hotels, under 100 rooms	1	\$5,815
All Alcohol Veterans Club	1	\$1,945
Other All Alcohol Clubs	12	\$2,700

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**LICENSES AND PERMITS
-Permits**

\$15,885,490	\$14,000,000	BUILDING	\$5,000,000
\$85,775	\$75,000	GAS	\$55,000
\$523,745	\$500,000	WIRING	\$300,000
\$170,720	\$165,000	PLUMBING	\$95,000
\$834,440	\$850,000	STREET OPENING	\$550,000
\$568,965	\$625,000	STREET OBSTRUCTION	\$600,000
\$145,790	\$62,740	PLAN REVIEW	\$55,000
\$89,435	\$90,000	SPRINKLER	\$45,000
\$448,035	\$319,000	PLACE OF ASSEMBLY	\$289,000
\$25,160	\$25,000	OCCUPANCY CERTIFICATIONS	\$10,000
\$18,810	\$15,000	AIR RIGHTS/PUBLIC WAYS	\$15,000
\$4,020	\$3,400	FIREARM	\$3,400
\$800	\$500	SUNDAY	\$500
\$117,190	\$115,000	FIRE	\$105,000
\$98,550	\$120,000	MECHANICAL	\$60,000
\$49,680	\$75,000	SHEET METAL	\$45,000
<u>\$19,066,605</u>	<u>\$17,040,640</u>		<u>\$7,227,900</u>

BUILDING PERMITS. The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction or demolition in the City. The cost of permits is based on the estimated cost of the project: \$15 per thousand, with a \$50 minimum. The City conservatively estimates building permit revenue to guard against potential economic 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. A Manhole Opening and Entry Permit has been established to regulate and monitor contractors/consultants who open and/or enter City manholes to complete sewer and stormwater inspections. The permit requires companies to be bonded, insured and to have proper workplace safety licenses and traffic plans as appropriate. The fee for this permit is \$75.

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

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

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

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

PLACE OF ASSEMBLY. The Inspectional Services Department inspects the capacity of churches, dormitories, hospitals, clinics, apartment houses and schools and issues Certificates of Inspection (CIs). Inspections are made, as required under the provisions of the State Building Code, to ensure that buildings have emergency lighting, proper egress and other safety requirements. The fee is based on building capacity.

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

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

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

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

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

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

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 FY12	PROJECTED FY13		BUDGET FY14
\$112,325	\$75,000	LIBRARY	\$65,000
\$10,731,570	\$10,400,000	PARKING	\$8,891,855
\$461,740	\$475,000	MOVING VIOLATIONS	\$475,000
\$14,410	\$6,800	HACKNEY	\$6,800
\$84,930	\$65,000	FALSE ALARMS	\$64,000
\$1,770	\$1,400	ANIMALS	\$1,400
\$14,845	\$10,000	BICYCLE	\$10,000
		WEIGHT & MEASURES CIVIL	
\$9,935	\$500	CITATIONS	\$500
<u>\$11,431,525</u>	<u>\$11,033,700</u>		<u>\$9,514,555</u>

**FINES & FORFEITS
-Summary**

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

PARKING FINES. The largest revenue source for this category is Parking Fines, which total \$8,891,855 in the FY14 Budget. The collection of parking fines continues to be an important source of revenue for the City. Parking Fund revenues are used

to partially fund the budgets of 10 City departments, in addition to the Traffic, Parking and Transportation Department. The timely collection of fines is supported by a computerized collection and processing database, the boot program and the fact that violators are prohibited from renewing their driver's license, registration or obtaining a resident parking permit until all outstanding tickets are paid in full.

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

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

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

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

DOG FINES. The Animal Commission issues fines for unleashed and unlicensed dogs, failure to dispose of dog waste properly and failure to comply with regulations in off leash areas. The owner is subject to a fine not exceeding fifty dollars for each offense. Failure to license one's dog results in a \$25 fine. The failure to restrain and properly dispose of dog waste is a \$10 fine for the first offense, \$25 for the second and \$50 for the third.

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

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

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$9,854,075	\$9,962,500		
\$18,389,995	\$18,450,000	PARKING	\$9,965,000
\$39,550,450	\$38,575,000	WATER UTILITY REVENUE	\$14,944,275
\$6,204,665	\$5,903,400	SEWER SERVICE CHARGE, FEES	\$39,620,700
<u>\$1,699,820</u>	<u>\$1,695,075</u>	OTHER CHARGES FOR SERVICES	\$5,570,725
<u>\$75,699,005</u>	<u>\$74,585,975</u>		<u>\$1,676,120</u>
			\$71,776,820

**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 FY14, service charges and user fees will account for 14.2% 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 FY14 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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Parking**

\$4,584,585	\$4,750,000	METER COLLECTION	\$4,750,000
\$749,695	\$875,000	PARKING LOTS	\$925,000
\$3,416,405	\$3,517,500	PARKING GARAGES	\$3,520,000
\$291,675	\$200,000	USE OF METERS	\$150,000
\$766,400	\$575,000	RESIDENT STICKERS	\$575,000
\$45,315	\$45,000	BOOT REMOVAL FEES	\$45,000
<u>\$9,854,075</u>	<u>\$9,962,500</u>		<u>\$9,965,000</u>

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

are then distributed to help fund programs permitted under Chapter 844 of the Massachusetts General Laws. With limited tax revenues, the parking fund is a critical source of City revenue, providing funds to 10 budgets, in addition to the Traffic Parking and Transportation Department. The following chart shows a three-year budget history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY12	FY13	FY14
Finance	\$ 23,950	\$ 23,950	\$ 23,950
Law	\$ 100,000	\$ 100,000	\$ 100,000
Police	\$ 3,841,845	\$ 3,841,845	\$ 3,841,845
Traffic, Parking & Transportation	\$ 10,294,470	\$ 10,551,435	\$ 10,935,015
Public Works	\$ 3,046,935	\$ 3,046,935	\$ 3,296,935
Community Development	\$ 421,895	\$ 521,895	\$ 521,895
General Services	\$ 4,000	\$ 4,000	\$ 4,000
School	\$ 100,000	\$ 100,000	\$ 100,000
Cherry Sheet Assessments	\$ 505,380	\$ 485,160	\$ 445,280
Executive	\$ 255,000	\$ 255,000	\$ 255,000
Debt Service	\$ 128,125	\$ -	\$ -
Electrical	\$ 22,935	\$ 22,935	\$ 22,935
	<u>\$18,744,535</u>	<u>\$18,953,155</u>	<u>\$ 19,546,855</u>

FUND BALANCE. The Fund Balance of the Parking Fund as of June 30, 2012 was \$15.8 million (GAAP Basis) and is projected to show a net increase to \$16.0 million as of June 30, 2013 due to strong collections.

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.

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

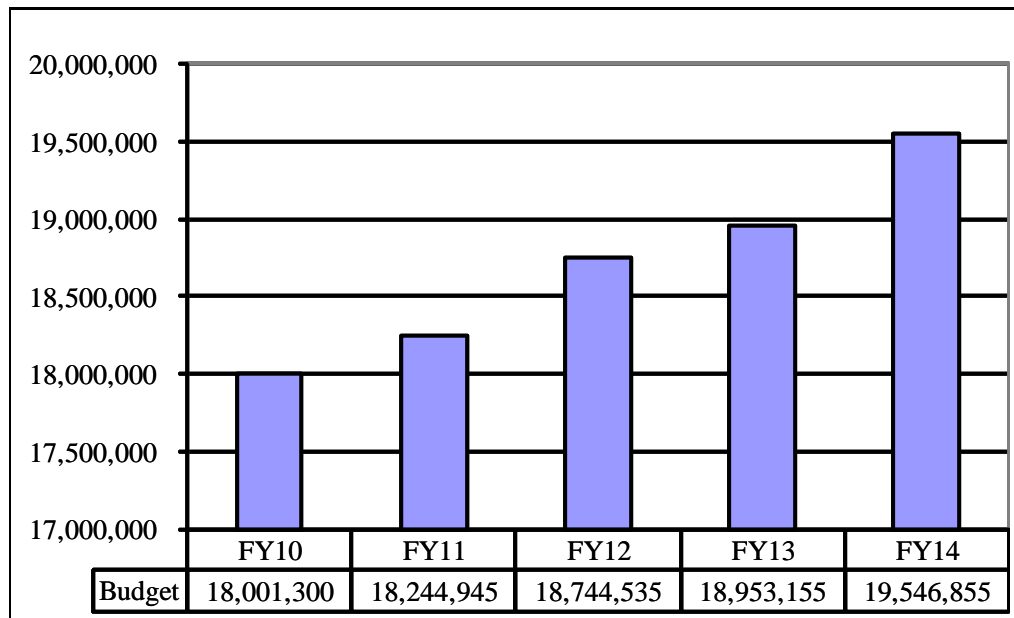
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage (\$1.50 per hour) and the East Cambridge Municipal Parking Garage (\$2 first hour / \$1 for the 2nd hour/\$2 each remaining hour). There are 1,384 parking spaces in these facilities. The Main Library's garage 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, operates a permit database that includes online applications to improved efficiency, customer service and revenue collection.

RESIDENT STICKERS. To prevent commuter parking in residential areas, the Traffic, Parking and Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas.

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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Water**

\$17,428,785
\$711,210
\$250,000
\$18,389,995

\$17,300,000
\$900,000
\$250,000
\$18,450,000

WATER USAGE \$14,044,275
MISC. WATER CHARGES \$600,000
NET ASSETS \$300,000
\$14,944,275

WATER USAGE. The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and

sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY14 rates, effective for all water consumed as of April 1, 2013, represent a 0% increase in the water rate and a 4.2% increase in the sewer rate, with a 2.9% increase in the combined rate.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	\$3.02	\$8.19
2	41-400 Ccf	3.24	8.67
3	401-2 000 Ccf	3.44	9.31
4	2001-10 000 Ccf	3.65	10.02
5	over 10 000 Ccf	3.96	10.66

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

In addition to funding the Water Department Budget, Water Fund revenues will also be used in five City departments in FY14: Finance (\$225,000); Conservation (\$40,575); Public Works (\$400,000); Community Development (\$30,000) and Animal Commission (\$10,000). Not included in the above amount is \$3,400,000 in water usage revenue used to fund City capital projects.

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

NET ASSETS. The Water Fund total net assets as of June 30, 2012 was \$8,410,762 and the balance is projected to be \$8,524,682 at the end of FY13, based on a budgetary basis of accounting, of which \$300,000 will be used in FY14 to support a 0.0% rate increase.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

CHARGES FOR SERVICES
-Sewer Service

\$39,162,735
\$387,715
\$39,550,450

\$38,200,000
\$375,000
\$38,575,000

SEWER SERVICE CHARGE \$39,495,700
SEWER CONNECTION FEE \$125,000
\$39,620,700

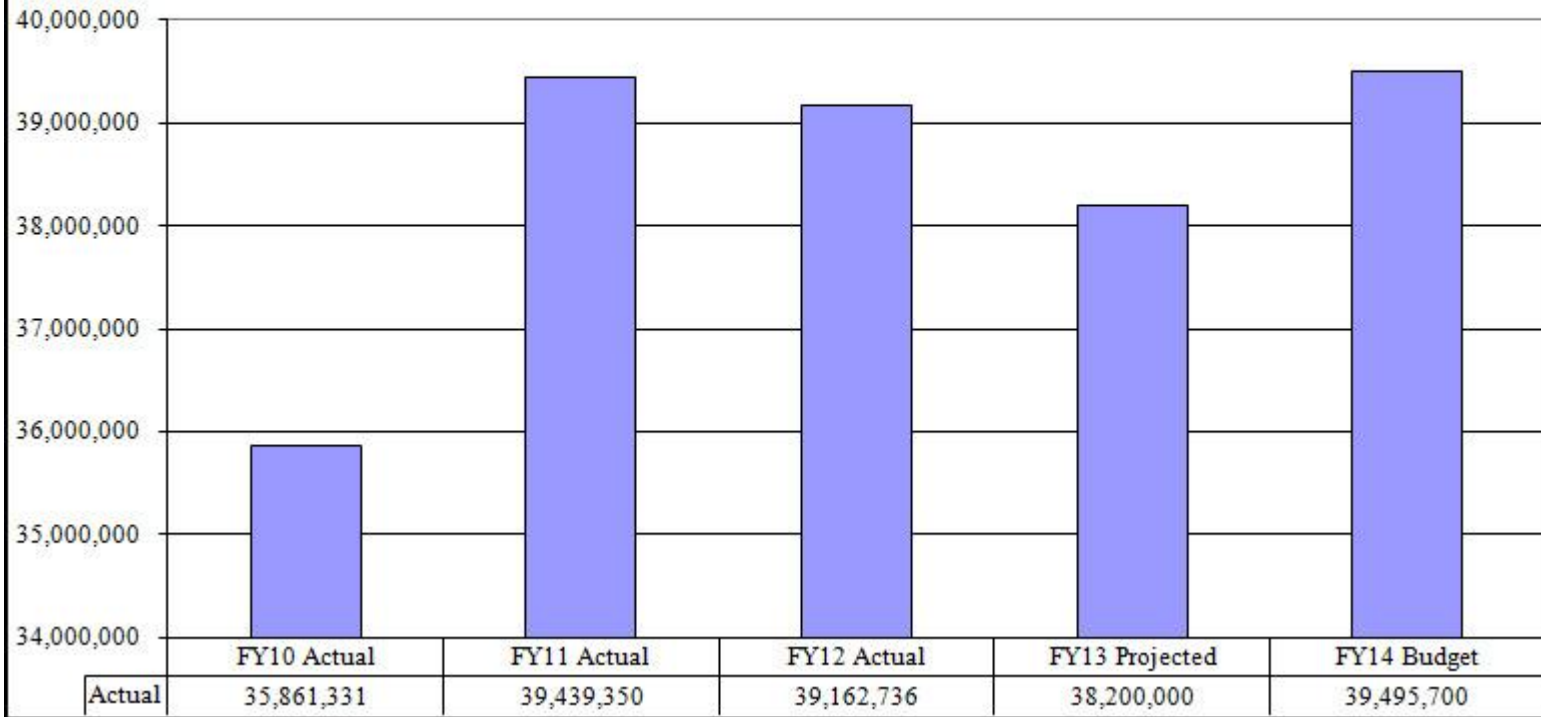
SEWER SERVICE CHARGE. Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Sewer Service

charges are included in the general fund. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is \$1,000,000 in sewer revenues used to fund the remedial reconstruction program. The FY14 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:

SEWER CHARGE ALLOCATIONS	AMOUNT
Finance	\$ 225,000
Public Works	\$ 3,048,795
Debt Service	\$ 14,830,590
Massachusetts Water Resources Authority	\$ 21,346,815
Community Development	\$ 44,500
TOTAL	\$ 39,495,700

SEWER CONNECTION FEE. The City charges a sewer connection fee for every new plumbing connection into the City's wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that are being connected to the sewer. The rate schedule is as follows: Residential - \$45, Commercial - \$70 and Industrial - \$110. In FY14, the City projects \$125,000 in revenue from this source, an increase of \$25,000 from FY13 due to high levels of construction.

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

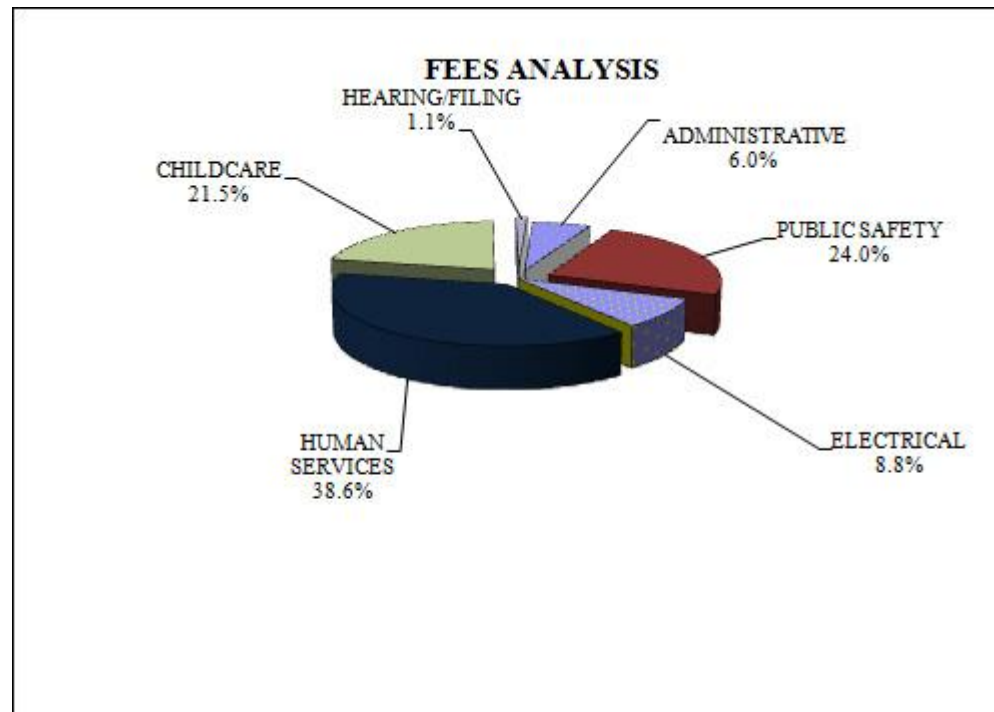


ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Fees**

\$379,445	\$342,160	ADMINISTRATIVE	\$333,660
\$1,398,880	\$1,383,550	PUBLIC SAFETY	\$1,336,000
\$637,040	\$490,000	ELECTRICAL	\$490,000
\$2,446,165	\$2,421,435	HUMAN SERVICES	\$2,150,335
\$1,305,440	\$1,195,230	CHILD CARE	\$1,195,230
\$37,695	\$71,025	HEARING/FILING	\$65,500
<u>\$6,204,665</u>	<u>\$5,903,400</u>		<u>\$5,570,725</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 FY12	PROJECTED FY13		BUDGET FY14
\$199,145	\$193,500	CERTIFIED COPIES	\$193,500
\$109,640	\$90,000	MUNICIPAL LIENS	\$85,000
\$7,850	\$2,750	DOCUMENT SALES	\$2,750
\$16,885	\$11,410	PHOTOCOPY/REPRODUCTION	\$10,410
\$3,600	\$4,500	DOMESTIC PARTNERS	\$2,000
<u>\$42,325</u>	<u>\$40,000</u>	MISC. CLERK'S FEES	<u>\$40,000</u>
\$379,445	\$342,160		\$333,660

**CHARGES FOR SERVICES
-Fees/Administrative**

CERTIFIED COPIES OF DOCUMENTS. The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage and domestic partnership certificates.

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

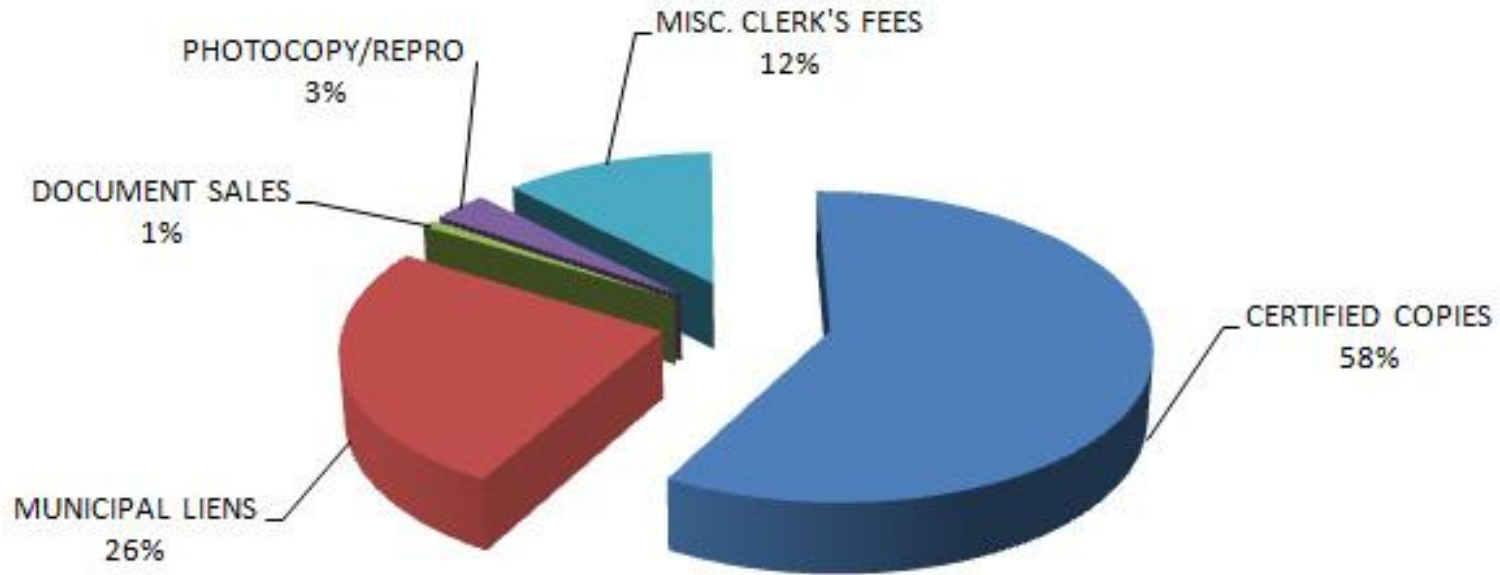
DOCUMENT SALES. The Public Works Engineering Division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book.

REPRODUCTION SERVICES. A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge \$5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police \$6,000; Fire \$750; Inspectional Services \$3,500; and License \$160.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The fee is \$35 per certificate for filing domestic partnerships.

MISCELLANEOUS CITY CLERK CHARGES. The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include, zoning and municipal ordinance fees and the filing fee for a zoning petition.

MAJOR ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Fees/Public Safety**

\$36,325	\$34,000	SEALING INSPECTION	\$34,000
\$76,325	\$75,000	TOWING SURCHARGE	\$75,000
\$344,590	\$360,000	POLICE DETAIL SURCHARGE	\$360,000
\$16,020	\$15,550	AGENCY FEE	\$16,000
\$35,170	\$20,000	BOARDING/RAZING FEES	\$20,000
\$55,300	\$54,000	SMOKE DETECTORS	\$51,000
\$750,435	\$740,000	RESCUE SERVICE FEES	\$720,000
\$10,460	\$10,000	INSPECTIONAL DETAILS	\$10,000
\$74,255	\$75,000	FIRE DETAIL SURCHARGE	\$50,000
<u>\$1,398,880</u>	<u>\$1,383,550</u>		<u>\$1,336,000</u>

SEALING INSPECTION. In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.

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

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

AGENCY FEE. This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.

BOARDING/RAZING FEE. Inspectional Services charges property owners for the boarding up and/or razing of a building.

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

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

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

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

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Fees/Electrical**

<p>\$136,315 \$473,900 <u>\$26,825</u> \$637,040</p>	<p>\$140,000 \$330,000 <u>\$20,000</u> \$490,000</p>	<p>FIRE ALARM BOX CHARGE SIGNAL MAINTENANCE FEE CUT-OUT/PLUG-OUT FEE</p>	<p>\$140,000 \$330,000 <u>\$20,000</u> \$490,000</p>	<p>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.</p>
<p>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.</p>				
<p>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.</p>				

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

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

\$762,435	\$752,435	GOLF COURSE	\$662,335
\$279,515	\$280,000	RECREATIONAL ACTIVITIES	\$250,000
\$15,590	\$15,000	ATHLETIC LEAGUES	\$15,000
\$8,025	\$9,000	SPECIAL NEEDS	\$8,000
\$35,000	\$35,000	SENIOR ACTIVITIES	\$35,000
\$118,845	\$110,000	FIELD PERMITS	\$100,000
\$996,605	\$1,000,000	COMMUNITY SCHOOLS	\$900,000
\$71,995	\$80,000	YOUTH PROGRAMS	\$50,000
<u>\$158,155</u>	<u>\$140,000</u>	KING OPEN EXTENDED DAY	<u>\$130,000</u>
\$2,446,165	\$2,421,435		\$2,150,335

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

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

	<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 FY14, 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 2013. Not included in the FY14 revenue estimates are Golf Course fees used in the Capital Budget of \$80,000.

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

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

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

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

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

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

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

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

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**CHARGES FOR SERVICES
-Fees/Child Care Tuition**

\$1,305,440	\$1,195,230
--------------------	--------------------

CHILDCARE TUITION **\$1,195,230** **CHILDCARE TUITION.** The Department of Human Service Programs administers childcare programs serving approximately 290 children throughout the city. Preschool programs are held full-time at King, Kennedy/Longfellow, Morse, Peabody and King Open and part-time at Haggerty. Afterschool programs are located at the Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY14 are \$311 per month for afterschool care and \$774 per month for full-time preschool enrollment. Revenue from tuition is used to fund teachers' salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events and field trip transportation.

<u>PROGRAM</u>	<u>FY 14 RATE /MO.</u>	<u>PROJECTED ENROLLMENT</u>
King Pre-School Full-time	\$ 774.00	34
King Open Pre-School full-time	\$ 774.00	16
Haggerty Preschool (2 days)	\$ 219.00	7
(3 days)	\$ 269.00	7
(5 days)	\$ 374.00	10
East Cambridge Pre-School Full-time	\$ 774.00	17
Morse Pre-School full-time	\$ 774.00	17
Peabody Pre-School full-time	\$ 774.00	16
All After-School Programs	\$ 311.00	170

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Fees/Hearing/Filing**

<p>\$10,855 \$2,915 <u>\$23,925</u> \$37,695</p>	<p>\$45,000 \$2,025 <u>\$24,000</u> \$71,025</p>	<p>BOARD OF ZONING APPEALS CONSERVATION COMMISSION LICENSE HEARING FEES</p> <p>CONSERVATION COMMISSION. Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee plus \$25 is payable to the City. The list of project categories and associated fees can be found at 801 CMR 4.02 (310). 310 CMR 10.03 (7) (c) describes all the activities in each fee category.</p> <p>LICENSE HEARING FEES. The License Commission charges a hearing and advertising fee of \$175 for all applicants who apply for a hearing before the Commission. There are an estimated 150 hearings per year.</p>	<p>\$40,000 \$1,500 <u>\$24,000</u> \$65,500</p>	<p>BOARD OF ZONING APPEALS. Fees are collected for petitioning the Board of Zoning Appeals for variances, special permits and appeals relating to the Zoning Ordinance.</p>
--	--	--	--	--

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**CHARGES FOR SERVICES
-Other**

\$268,480	\$240,000		\$240,000
\$310	\$300		\$200
\$1,393,755	\$1,426,775		\$1,405,920
\$34,785	\$28,000		\$30,000
<u>\$2,490</u>	<u>\$0</u>		<u>\$0</u>
\$1,699,820	\$1,695,075		\$1,676,120

CEMETERY FEES. The Public Works Department maintains the Cambridge Cemetery. Fees help support the cost of operating the cemetery. The fee for a single grave opening is \$1,200 and the recording fee for a deed is \$20.

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

CABLE FRANCHISE LICENSE FEES. 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. During FY12, the Recycling Division of the Department of Public Works discontinued the sale of composting bins, as numerous retail businesses now sell these products.

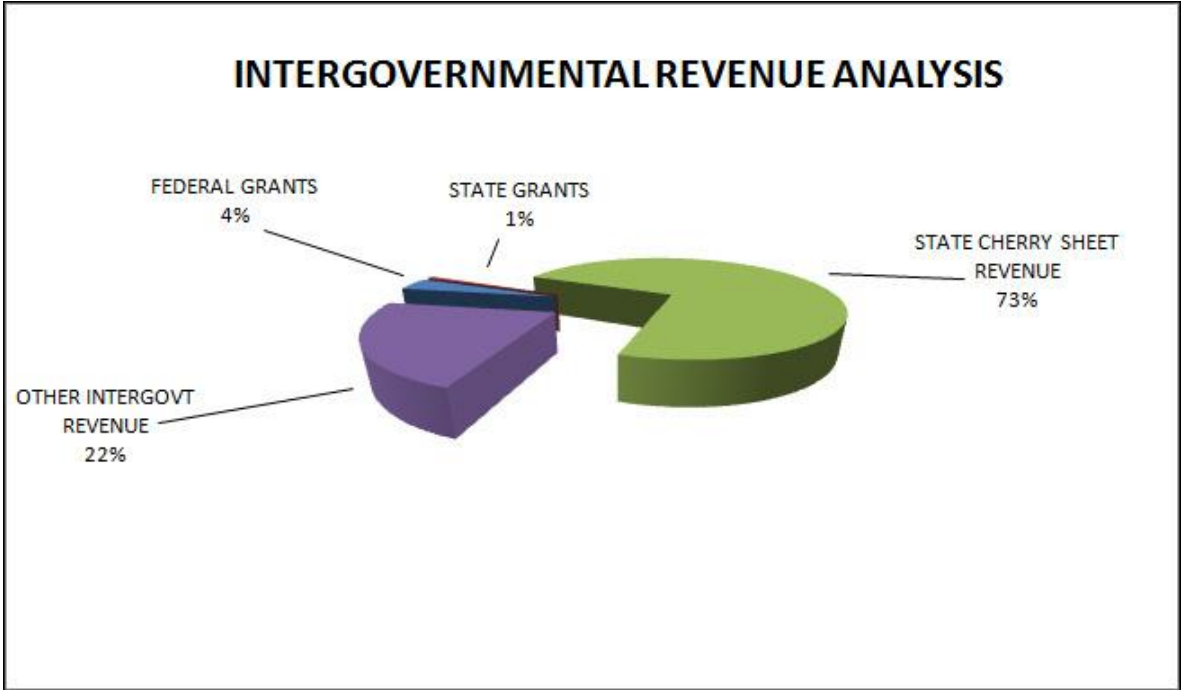
**INTERGOVERNMENTAL REVENUE
-Summary**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$2,801,830	\$2,763,200	FEDERAL GRANTS	\$1,465,065
\$231,485	\$241,855	STATE GRANTS	\$233,270
\$29,704,550	\$30,980,335	STATE CHERRY SHEET REV.	\$29,517,585
<u>\$8,916,345</u>	<u>\$8,508,515</u>	OTHER INTERGOV. REVENUE	<u>\$8,968,820</u>
\$41,654,210	\$42,493,905		\$40,184,740

GRANT FUND. In FY14, the City will continue to accept, appropriate and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the

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

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



ACTUAL FY12	PROJECTED FY13		BUDGET FY14	INTERGOVERNMENTAL REVENUE -Federal Grants
\$2,797,330 <u> \$4,500</u> \$2,801,830	\$2,756,800 <u> \$6,400</u> \$2,763,200	COM. DEV. BLOCK GRANT VETERANS' REIMBURSEMENT	\$1,464,165 <u> \$900</u> \$1,465,065	<p>FEDERAL GRANTS. The following federal grants will be appropriated in the FY14 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.</p> <p>COMMUNITY DEVELOPMENT BLOCK GRANT. The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY14 allocation of the CDBG fund is as follows: Community Development, \$1,079,550; Department of Human Service Programs, \$379,615; and Historical Commission, \$5,000. The FY14 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$1,066,600. This total allocation reflects an estimated 3.3% reduction from FY13.</p> <p>VETERANS' REIMBURSEMENT. In FY14, 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.</p>

ACTUAL FY12	PROJECTED FY13		BUDGET FY14	INTERGOVERNMENTAL REVENUE -State Grants
\$22,065	\$30,985	ADDITIONAL VOTING HOURS	\$0	STATE GRANTS. The following state grants will be appropriated in the General Fund in FY14. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.
\$54,870	\$50,000	REIMB/NON-CONTRIB PENSIONS	\$50,000	
\$54,000	\$60,000	CONSUMERS' COUNCIL GRANT	\$54,000	
\$94,030	\$94,030	STATE MWPAT SUBSIDY	\$123,470	
<u>\$6,520</u>	<u>\$6,840</u>	MASS. CULTURAL COUNCIL	<u>\$5,800</u>	
<u>\$231,485</u>	<u>\$241,855</u>		\$233,270	

ACTUAL FY12	PROJECTED FY13		BUDGET FY14	INTERGOVERNMENTAL REVENUE -State Cherry Sheet Revenue
----------------	-------------------	--	----------------	--

\$25,499,995
\$3,421,190
\$783,365
\$29,704,550

\$27,062,850
\$3,113,620
\$803,865
\$30,980,335

SCHOOL/LOCAL AID (UGGA) \$27,314,185
EDUCATION REIMBURSEMENT \$1,411,795
GEN. GOVT. REIMB/DISTRIB \$791,605
\$29,517,585

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 22 City departmental operating budgets and for Cherry Sheet Assessments.

The City estimates Chapter 70 School Aid and Unrestricted General Government Aid revenue of \$27,314,185 in FY14, which is an increase of \$1,814,195 from FY13. These two local aid categories represent 5.4% of the total FY14 Operating Budget. In determining the FY14 state aid allocations, the City uses the Governor's Proposed Budget. Within the Governor's Proposed FY14 Budget, is a significant increase in education support to be funded by considerable changes to the state's income tax structure. To be conservative in FY14, the City used its FY13 Chapter 70 allocation in the event the income tax increase does not pass.

<u>DEPARTMENT</u>	<u>FY14</u>	<u>DEPARTMENT</u>	<u>FY14</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	\$ 613,575	Library	\$ 416,650
Employee Benefits	\$ 1,814,195	Human Services	\$ 266,265
General Services	\$ 94,825	Women's Commission	\$ 9,960
Elections	\$ 82,250	Veterans' Benefits	\$ 493,845
Public Celebrations	\$ 16,500	School Department	\$ 21,604,945
Police	\$ 856,605	Cherry Sheet Assessments	\$ 1,387,210
		TOTAL	\$ 29,517,585

**STATE CHERRY SHEET REV.
-School/Local Aid**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$8,643,120	\$8,892,160	SCHOOL AID/CHAPTER 70 UNRESTRICTED GENERAL GVT. AID/LOCAL AID	\$8,892,160
<u>\$16,856,875</u>	<u>\$18,170,690</u>		<u>\$18,422,025</u>
<u>\$25,499,995</u>	<u>\$27,062,850</u>		<u>\$27,314,185</u>
<p>FY13.</p> <p>UNRESTRICTED GENERAL GVT. AID /LOCAL AID. Local Aid refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid. However, in FY10 lottery and additional assistance revenues were combined and renamed Unrestricted General Government Aid (UGGA). UGGA is estimated to be \$18,422,025 in FY14, which is \$251,335 more than what was received in FY13. These two local aid categories represent 5.4% of the total Operating Budget.</p> <p>Approximately 69% (\$12,682,250) of UGGA supports the School Budget.</p>			

SCHOOL AID. In FY14, the City anticipates receiving \$8,892,160 in Chapter 70 school aid. This is based on a preliminary State budget estimate, which is the same amount received in

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

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$29,500	\$30,535		
<u>\$3,391,690</u>	<u>\$3,083,085</u>	<p style="text-align: center;">SCHOOL LUNCH PROGRAM</p> <p style="text-align: center;">CHARTER SCHOOL TUITION</p> <p style="text-align: center;">REIMBURSEMENT</p>	\$30,535
<u>\$3,421,190</u>	<u>\$3,113,620</u>		<u>\$1,381,260</u>
			<u>\$1,411,795</u>

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 FY14 reimbursement amount is estimated to decrease by \$1,701,825 from FY13 actual, which has a corresponding decrease in Charter School Assessments.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**STATE CHERRY SHEET REV.
-General Governmental Reimbursement
Distribution**

<p>\$95,230 \$507,185 <u>\$180,950</u> \$783,365</p>	<p>\$98,520 \$522,775 <u>\$182,570</u> \$803,865</p>	<p>LIBRARY AID VETERANS' BENEFITS REAL ESTATE ABATEMENTS</p>	<p>\$107,250 \$493,845 \$190,510 \$791,605</p>	<p>LIBRARY AID. This sum includes a Library Incentive Grant of 50 cents per capita and a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation. 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>VETERANS' BENEFITS AND AID TO DEPENDENTS OF VETERANS. Under MGL Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits. The FY14 reimbursement amount is estimated to decrease by \$28,930 from FY13 actual based on the decrease in applications.</p> <p>REAL ESTATE ABATEMENTS. The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. Under MGL, Chapter 59, section 5, Clauses 22, 22A, 22B, 22C and Chapter 58, section 8A, municipalities are reimbursed for amounts abated in excess of \$250 of taxes for veterans with disabilities or Purple Hearts. The base exemption amount is \$250 and can be increased to as much as the full amount of the veteran's real estate tax depending upon the extent of the veteran's disability. The Veterans' Administration certifies eligibility. Once certified, the veteran files an application each year with the Assessing Department. When a veteran dies, the widow must obtain a statement from the Veterans' Administration certifying the veteran's eligibility at the time of death.</p>
--	--	---	--	---

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 \$58,197, 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 \$293 for fiscal year 2014. 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 FY14, 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 \$24,063 for a single person or \$36,095 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 \$48,125, or married, in excess of \$66,172, 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 FY12	PROJECTED FY13		BUDGET FY14	INTERGOVERNMENTAL REVENUE -Miscellaneous Governmental Revenue
<p>\$1,686,020 <u>\$7,230,325</u> \$8,916,345</p>	<p>\$1,000,000 <u>\$7,508,515</u> \$8,508,515</p>	<p>MEDICAID REIMBURSEMENT CAMBRIDGE HEALTH ALLIANCE</p>	<p>\$1,200,000 <u>\$7,768,820</u> \$8,968,820</p>	<p>SCHOOL MEDICAID REIM- BURSEMENT. This revenue source reflects reimbursements of special education medical costs for Medicaid</p>
		<p>eligible students.</p>		
		<p>CAMBRIDGE HEALTH ALLIANCE. Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. This category includes the fifth debt payment on the refunding bonds 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 \$5,931,320 and Debt Service \$1,837,500.</p>		

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

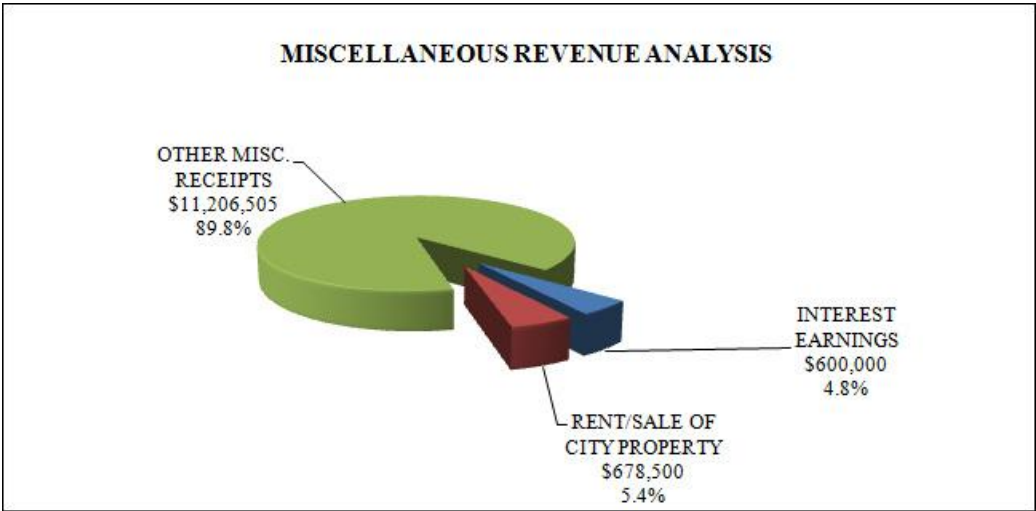
**MISCELLANEOUS REVENUE
-Summary**

\$567,840	\$600,000	INTEREST EARNINGS	\$600,000
\$171,370	\$277,130	RENT/SALE OF CITY PROPERTY	\$678,500
\$0	\$0	FREE CASH	\$0
<u>\$16,246,940</u>	<u>\$10,310,300</u>	OTHER MISC. RECEIPTS	<u>\$11,206,505</u>
\$16,986,150	\$11,187,430		\$12,485,005

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 2.5% of the FY14 General Fund Budget.



ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**MISCELLANEOUS REVENUE
-Interest Earnings**

\$567,840	\$600,000	<p>INTEREST EARNINGS</p> <p>in the Massachusetts Municipal Trust Depository - Cash Fund and through our semiannual Certified Deposit (CD) bids. The City email bid request to all local banks semi annually to request CD rates for 6 - 9 month CD's in denominations as low as \$250,000 and as high as \$10,000,000. Over the years, the City has successfully invested idle cash into many local banks.</p> <p>General Fund interest earnings of \$500,000 have been included in the FY14 Budget, which is the same amount as FY13. In addition to this amount, \$60,000 in interest earnings from the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in FY14.</p> <p>Interest income is used to offset expenditures in: Finance (\$500,000); Community Development (\$60,000); and Public Works (\$40,000).</p>		<p>\$600,000 INTEREST EARNINGS. The City regularly invests temporarily idle cash</p>
------------------	------------------	---	--	---

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

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

\$91,160	\$196,430		
<u>\$80,210</u>	<u>\$80,700</u>	RENT OF CITY PROPERTY	\$598,000
<u>\$171,370</u>	<u>\$277,130</u>	SALE OF CITY PROPERTY	<u>\$80,500</u>
			\$678,500

RENT OF CITY PROPERTY. In FY14, the City will receive \$77,200 in rent from the newsstand in Harvard Square and the New School of Music.

These funds are used as an offset to the Public Works budget. In addition, \$520,800 has been estimated for rent proceeds from the Cambridge Housing Authority for tenancy at 5 Western Avenue, as an offset to Debt Service costs for the renovation of the 5 Western Avenue Building.

SALE OF CITY PROPERTY. Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot in FY14 is \$1,400. Revenue from this source is \$80,000 per year, which is used to support the operation and maintenance of the cemetery.

The Animal Commission has an adoption program for animals that are picked up and not claimed by their owners. These animals are brought to a veterinarian for testing, vaccinations and a complete examination before they are placed in new responsible homes. The Animal Commission has adoption fees for these animals that reflect the costs of the veterinary care that has been completed. The FY14 revenue estimate is \$500.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**MISCELLANEOUS REVENUE
-Free Cash**

\$0

\$0

FREE CASH

\$0 APPROPRIATING FREE CASH.

Under Massachusetts General Laws, Chapter 80, "Free Cash" is certified at the beginning of each fiscal year by the State Bureau of Accounts. A community's Free Cash or budgetary fund balance is the surplus amount of funds that are unrestricted and available for appropriation. This figure is usually generated by actual revenues that exceed estimates and actual expenditures that are less than budgeted amounts. The City carefully limits its use of free cash to reduce the property tax levy annually. The surplus prevents short-term borrowing, bolsters the City's bond rating and earns interest that is used to fund programs.

It is estimated that the City will again use \$9.0 million in Free Cash in FY14 plus any local aid adjustments which are not included in the base, as it did in FY13, to lower the property tax levy increase, which is consistent with the City's financial plan.

The Department of Revenue certifies Free Cash each fall. Therefore, Free Cash is not directly shown in the FY14 Budget as a revenue source, until the new certified number is available, but will be reflected in the City Manager's recommendations to the City Council in the fall to set the final property tax levy amount, as part of the tax rate setting process.

Free Cash as of July 1st of each year	
FY13	\$115.8 million
FY12	\$102.2 million
FY11	\$89.3 million
FY10	\$84.6 million
FY09	\$91.8 million

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$5,230	\$3,200	ROYALTIES	\$4,000
\$8,300,000	\$8,500,000	CLAIMS TRUST TRANSFER	\$8,600,000
\$5,150,000	\$0	DEBT STABILIZATION TRANSFER	\$1,000,000
\$632,470	\$609,570	SCHOOL STABILIZATION FUND	\$586,670
\$1,574,000	\$600,000	TEACHER RETIREMENT TRANSFER	\$600,000
\$42,645	\$41,140	SECTION 108 LOAN PAYMENT	\$44,500
\$30,000	\$30,000	TRAFFIC MITIGATION FUNDS	\$30,000
\$8,625	\$13,150	TRAFFIC KNOCKDOWN	\$10,000
\$148,445	\$30,000	RECYCLING	\$20,000
\$73,105	\$73,000	BUS SHELTER ADVERTISING	\$73,000
\$82,550	\$103,000	OVERTIME REIMBURSEMENT	\$79,000
\$182,795	\$157,240	MISC. REIMBURSEMENT	\$159,335
\$17,075	\$150,000	SCHOOL HOMELESS BUS REIMB.	\$0
<u>\$16,246,940</u>	<u>\$10,310,300</u>		<u>\$11,206,505</u>

**MISCELLANEOUS REVENUE
-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 research assistance and for consultations on historic exterior paint colors; the sale of photographic prints and scans from the archives and photocopying.

CLAIMS TRUST TRANSFER. In an effort to lessen the impact of Employee Benefit increases on the property tax levy, \$8,600,000 in employee

contributions from the Health Claims Trust Fund will be used as revenue to offset health insurance, dental and life insurance costs. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs. The increase of \$100,000 in FY14 reflects the increase in employee contributions from non-union and unionized employees.

DEBT STABILIZATION TRANSFER. In FY14, \$1,000,000 in the Stabilization Fund will be used as revenue, which is a revenue source to offset increases in debt service costs, based on our five-year financial plan.

SCHOOL STABILIZATION TRANSFER. In FY14, \$586,670 in School Stabilization Funds is being used to offset a portion of the debt costs from the February 2008 bond issue for the War Memorial Recreation Center. The total fund balance for the School Debt Stabilization Fund is estimated to be \$4.9 million as of June 30, 2013.

TEACHER RETIREMENT TRANSFER. The Teacher Retirement Fund Transfer is \$.6 million. In FY12, the City utilized 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. The FY14 amount is consistent with previous year allocations and available revenues.

SECTION 108 LOAN REPAYMENT. During FY94, the City entered into a loan guarantee agreement with the Department of Housing and Urban Development (HUD) for \$1,000,000, which was loaned to Brookline Street Limited Partnership to cover a portion of the costs of the Brookline Street Housing Development. As principal and interest payments come due, the Partnership repays the City, which then repays HUD. The loan will be repaid over 20 years. The amount shown as revenue in this section will cover payments due in August 2013 and February 2014, 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 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 FY14 based on market conditions and processing fees.

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

OVERTIME REIMBURSEMENT. The Police, Fire and Public Works Departments receive reimbursements from various outside agencies for overtime and services provided by City personnel.

MISCELLANEOUS REIMBURSEMENT. The Public Works Department receives reimbursements for utility costs associated with two community service programs located in City buildings, as well as reimbursement for fuel obtained at the DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW budget. The Fire Department receives reimbursement for the limited use of a rental facility by a third party. Also, The Inspectional Services Department receives reimbursement for laboratory animal inspections. The Police Department will receive reimbursements from road race events for which the Cambridge Auxiliary Police provides services. These reimbursements will be used to purchase replacement uniforms and equipment for the Auxiliary Police.

SCHOOL HOMELESS BUS REIMBURSEMENT. Students are entitled to continue to attend their existing school if they become homeless and are living in a homeless shelter in another community. School districts are required to provide transportation for the student. In previous years, this revenue reflected reimbursements to our Public School from other districts for the transportation of homeless students. In FY13, bus companies began jointly invoicing cities for their portion of the expense instead of only billing our Public School. Therefore, we no longer invoice communities for reimbursement and do not anticipate this as a source of revenue going forward.

SUMMARY: GENERAL GOVERNMENT

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
\$517,860	\$540,315	Office of the Mayor	\$558,785
\$1,994,555	\$2,504,575	Executive	\$2,008,150
\$1,563,080	\$1,609,910	City Council	\$1,683,125
\$980,545	\$964,775	City Clerk	\$1,119,765
\$13,849,480	\$1,922,235	Law Department	\$2,163,240
\$11,904,685	\$12,220,600	Finance	\$13,292,350
\$22,172,045	\$24,683,600	Employee Benefits	\$32,787,200
\$560,200	\$681,875	General Services	\$732,695
\$1,029,460	\$1,223,380	Election Commission	\$1,013,565
\$795,920	\$805,185	Public Celebrations	\$891,945
\$0	\$0	Reserve	\$37,500
<u>\$55,367,830</u>	<u>\$47,156,450</u>		<u>\$56,288,320</u>

FINANCING PLAN	FY14 BUDGET
-----------------------	------------------------

Taxes	\$36,495,580
Charges For Services	\$835,200
Licenses and Permits	\$53,300
Fines & Forfeits	\$316,500
Intergovernmental Revenue	\$8,887,740
Miscellaneous Revenue	\$9,700,000
	<u>\$56,288,320</u>

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$425,670	\$442,315	ADMINISTRATION	\$453,225
\$15,310	\$27,500	GOVERNMENTAL RELATIONS	\$29,500
\$76,880	\$70,500	CEREMONIAL FUNCTIONS	\$70,500
<u>\$0</u>	<u>\$0</u>	COMMUNITY LEADERSHIP	<u>\$5,560</u>
\$517,860	\$540,315		\$558,785

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 her staff.

The Office of the Mayor has a broad range of duties and responsibilities. These include the implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as the city liaison between federal and state agencies, as well as community groups and citizens. The Mayor serves as the City’s official receiver for visiting dignitaries and distinguished visitors.

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

GOVERNMENTAL RELATIONS: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor’s Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards, with the goal of ensuring her active engagement in and awareness of current issues and trends facing municipalities. The Mayor is a liaison to the Congressional and State Delegations, National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

CEREMONIAL FUNCTIONS: The Mayor’s Office represents the City at ceremonial functions and hosts a variety of ceremonial and public events. The two largest events are for Cambridge seniors, one in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor’s Office. Many occasions celebrate the diversity of Cambridge and the rich heritage of the city.

COMMUNITY LEADERSHIP: An important role that the Mayor performs is promoting unity and forging new partnerships throughout the city. Occasionally, the Mayor may appoint special commissions or task forces to examine or effectuate policy discussions around issues of concern to the citizenry. The Community Leadership Fund is used for printing, mailing and other organizational or public information expenses. Additionally, this section includes funding for the Sister Cities Program, which maintains relationships and fosters exchanges between the City of Cambridge and several cities around the world.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- **Promoted Community Engagement with Local Businesses and Institutions:** Working with the School Department and other City departments the Mayor's Office supported the work and the community building activities of the Cambridge Public Schools and the City. In support of the Innovation Agenda, the Mayor's Office convened stakeholders especially focusing on science, technology, engineering and math (STEM) education.

- **Collaborated with the Kids' Council & Family Engagement:** In collaboration with the members of Kids' Council and the Kids' Council Executive Director, the Mayor's Office worked to set the goal of creating and supporting genuine partnerships grounded in respect between families and the organizations and institutions that serve them.

- **Partnered with the Public Health Commission:** Participated in a site visit from the Robert Wood Johnson Foundation. In partnership with City departments and the Cambridge Public Health Department, the Mayor's Office welcomed a delegation from the Robert Wood Johnson Foundation in advance of being selected as one of the nation's six cities to win the inaugural RWJF Roadmaps to Health prize.

- **Initiated Sustainability Projects:**

In partnership with Harvard, MIT and City agencies, the Mayor's Office created a framework - the Cambridge Community Compact for a Sustainable Future - to work together addressing environmental, social and economic sustainability challenges.

The Mayor's Office convened City departments, non-profits and other interested partners to promote building the first net-zero energy project in Cambridge.

- **Promoted the Arts:** Throughout the year, the Mayor's Office proudly displayed art created by Cambridge Rindge & Latin students. The Mayor's Office welcomed renowned artist Winfred Rembert to Cambridge and hosted in partnership with the Diversity Committee and the Cambridge Arts Council, a screening of *All Me: The Life and Times of Winfred Rembert*.

FY14 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, increase parental involvement and community engagement, support efforts to promote and improve early childhood education, ensure that the needs of our Special Education students are met and that all students are being challenged to fulfill their academic potential.

Engage and Collaborate with all Stakeholders to Create a STEM Inclusion Roundtable: The Mayor's Office will work to increase collaboration between City agencies, the School Department, community based organizations, the business community, and members of the public to improve science, technology, engineering and math (STEM) learning, so that all Cambridge kids have an opportunity to take part in the 21st century economy.

Champion City Efforts Related to Global Climate Change: In collaboration with City departments and the City Council, the Mayor's Office will work toward a more sustainable local infrastructure that can withstand the challenges presented by global climate change. The Mayor's Office, in partnership with Harvard and MIT, will continue to expand and promote the Cambridge Community Compact for a Sustainable Future. In addition, the Mayor's office will continue to support the City's efforts on energy efficiency programs such as: promoting "net-zero" buildings; building labeling; waste reduction programs; and cleaner transportation options.

Promote Healthy Living, and Local Food Initiatives: The Mayor's Office will provide leadership and support toward the City's healthy living agenda. The Mayor's Office will encourage and celebrate healthy living policy initiatives such as International Food Day on October 16; promoting "Cambridge Tap" water in schools and City buildings; and advocating for local food and healthy commuting activities.

Promote the City as a Clean Energy, Bio-Tech and Innovation Leader: The Mayor's Office will also work in concert with and support other City and City Council economic development efforts, including focusing on the work being done in Central and Kendall Squares. The Mayor's Office will promote an innovation strategy focusing on green technology, biotechnology and other entrepreneurial ventures.

Work to Publicize and Highlight the 'Aging in the Cambridge Community Initiative': The Office of the Mayor will continue working with the Community Development Department, relevant groups and the Mayor's Silver Ribbon Commission to implement strategies for how Cambridge can prepare for the aging of our population and become a community that is good to grow up, live and grow old in. The Mayor's Office will continue to work and support the GLBT Commission's 'Seniors in Housing and Health Care' project.

Support and Encourage Local Business: The Mayor's Office will continue to work with local business leaders to support their growth and encourage the creation of new ventures and local jobs.

Foster and Promote Creativity and the Arts: The Mayor's Office will assist Cambridge's creative community, promote the arts in and around City buildings and parks, and advocate for more public access to art.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$526,785
Real Estate Taxes	\$473,385	
Hotel/Motel Excise Tax	\$53,400	
INTERGOVERNMENTAL REVENUE		\$32,000
State Cherry Sheet Revenue	\$32,000	
TOTAL FY14 BUDGETED REVENUE		\$558,785

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$418,155
OTHER ORDINARY MAINTENANCE	\$111,130
TRAVEL & TRAINING	\$29,500
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$558,785

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	5	5	5

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$1,306,055	\$1,792,190	LEADERSHIP	\$1,278,660
\$407,700	\$417,700	TOURISM	\$417,700
\$165,770	\$168,805	PUBLIC INFORMATION OFFICE	\$175,225
\$110,450	\$118,480	AFFIRMATIVE ACTION	\$126,565
		EMPLOYEES' COMMITTEE ON	
<u>\$4,580</u>	<u>\$7,400</u>	DIVERSITY	<u>\$10,000</u>
\$1,994,555	\$2,504,575		\$2,008,150

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The City Manager's Office, through its leadership, management and oversight of all City departments, has worked diligently to accomplish the City Council's Goals and Objectives in the provision of City services, programs and projects, mindful of the Council's mission to improve the quality of life for everyone in the community. Careful executive level management of resources has enabled the City to maintain its strong financial position, while providing a high level of quality services with particular attention to the impact of budget decisions on taxpayers.

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 eight years with an average property tax levy increase of 4.52%. In addition, approximately 75% of residential taxpayers, on average over the last eight years, have seen a reduction, no change or an increase of less than \$100 in their property tax bill. The City Manager's Office, in collaboration with the Finance Department and all other City departments, has developed a budget process which ensures the delivery of quality services to residents while maintaining a reasonable tax rate. 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 37 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 \$65.260 million in General Obligation bonds, which took place on February 19, 2013. The City received an interest rate of 2.04%. This low rate reflects the credit market's favorable view of Cambridge as a very secure credit during this time of national economic upheaval and the ongoing fiscal distress of U.S. local governments.
- Produced a 0% increase in the water rate for FY14. This is the third year in a row that the City has produced a 0% increase in the water rate. The sewer rate will increase by 4.2%, resulting in a combined rate of 2.9%. In FY12 and FY13, the sewer rate saw a 0% increase.
- Responsible for project management of significant new public construction projects, including the public process preceding construction of the Martin Luther King Elementary School, the design for which is now in progress. Using the 'Construction Management at Risk' construction process, wherein the contractors, selected through a competitive process, work collaboratively with the architects to refine the design and constructability of the project through earlier input, helps to better define and control costs. Construction completion is anticipated in summer 2015.
- Worked in partnership with the Cambridge Housing Authority (CHA) on construction management of the rehabilitation of the Old Police Station on Western Avenue, also constructed through the Construction Management at Risk process, which will include space for the Community Learning Center and the Multi Service Center. This project involves the CHA relocating their offices, under a long-term lease, in exchange for their significant contribution to the rehabilitation of the facility. Completion is anticipated in spring 2013.
- Worked with an urban planning team, through a coordinated public process, to assess Kendall and Central Squares with regard to designing for the future of these areas, including streetscapes, economic development and retail mix considerations, building scale, transportation modes and connectivity between these adjacent neighborhoods. This effort led to the K2C2 Report, creating a conceptual urban design template for future development in these neighborhoods.
- The Deputy City Manager is chairing a committee to look at ways to improve the City's audio visual capabilities for public meetings and presentations in a variety of municipal venues.

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 17th Annual Danehy Park Family Day in September 2012. 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 Library, the Museum of Science and others, with support services provided by a number of City departments, in the development and production of the Seventh Annual Cambridge Science Festival, a celebration and exploration of science and technology and their impacts on our lives, which took place over 10 days in April 2013 in locations throughout Cambridge.
- Consistent with City Council policy, worked with City departments in coordinating community events and programs including the Citywide Dance Party, a Taste of Cambridge, Tip O'Neill Centennial Celebration events and events pertaining to the 150th anniversary of the Emancipation Proclamation.
- Organized the Sixth Annual Fresh Pond Day in June, in conjunction with Water Department staff, 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.

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 representatives from 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. The activities of the Office of Affirmative Action (OAA) also support this goal. The City Manager's Office has worked for years to recruit new members of City boards and commissions who reflect the City's diversity, and who bring a broad range of perspectives and experience to the work of the boards and commissions, consistent with City Council goals. Additional examples of the City Manager's Office's efforts to achieve this goal include:

- Solicited and received nominations for the 20th 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 logistics and planning for a variety of presentations, films, lectures and cultural awareness events, which this year included events related to the 150th anniversary of the Emancipation Proclamation. ECOD members assist with the Personnel Department's mandatory diversity training for all new employees.
- OAA collaborated with the Affirmative Action Advisory Committee, Personnel, Police and Human Services departments, and the Commonwealth of Massachusetts, Human Resources Division to promote the Municipal Police Officer Exam. OAA sponsored an informational Open House with guest speakers

from the Commonwealth's HR Division and City of Cambridge Police and Personnel Departments. In support of the City's effort to recruit a diverse pool of qualified candidates, the Police Department (CPD) created a recruitment video available on YouTube through the CPD website.

- OAA provided assistance to department heads and hiring managers, addressing recruitment issues and concerns and formulating action plans to ensure diverse applicant pools for open positions. The Office also monitored recruitment campaigns and hiring processes with a particular focus on administrator and professional positions.

Cambridge's long term commitment to the preservation and creation of **Affordable Housing** across the city for low, moderate and middle income residents, including families, is reflected in the involvement of the City Manager's staff in the coordination and staffing of the Community Preservation Act (CPA) Committee, membership in the Affordable Housing Trust, and support of the work of CDD in administering the many housing programs and housing support services available in Cambridge. The City Manager's Office provided oversight for the following efforts:

- Convened public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding for affordable housing, historic preservation and open space preservation under the CPA. With the latest appropriation for FY13 of \$9.65 million in CPA funds, the City has been able to appropriate/reserve \$121 million in CPA funds, of which approximately \$46.7 million was derived from state matching funds.
- Worked with the Affordable Housing Trust, non-profit and private developers and the Cambridge Housing Authority, to fund the creation and preservation of 467 homeownership and rental units, with CPA funding support in FY13. Significant accomplishments included: completion of 14 new homeownership units in Wellington-Harrington, which were sold to moderate- and middle-income income homebuyers; completion of the redevelopment of 70 family-sized rental units at Lincoln Way; completion of major renovations on 103 units at the Cambridge YWCA; and completion of rehab of 122 units for low-income seniors in Riverside. Rehabilitation plans were prepared for the 50-unit Chapman Arms apartments in Harvard Square and the 32-unit Bishop Allen Apartments in Central Square, both preserved as affordable housing through non-profit purchase in FY12, while new affordable developments were proposed in both Area 4 and North Cambridge.

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. The City Manager's staff meets regularly with local business organizations and associations to learn about their needs, support their efforts to promote a positive business environment in Cambridge and to assist with relationship building between businesses, City government and local universities. The Cambridge Office for Tourism (COT), which is partially funded through the City Manager's Office budget, plays a significant role in drawing attention to the many benefits of visiting, living and working in Cambridge.

- COT refined its recently revamped website, with sophisticated enhancements which enable

more public interaction with the site. Interactive maps, guest blogs by a variety of reviewers, and featured business promotions combined with connectivity to social media outlets (Facebook, Twitter, Instagram and others) extend the COT's marketing reach. With completion of the COT website, the Office is in the process of an extensive rebranding of all of its promotional collateral materials, to emphasize innovation, technology and urban revitalization, which are part of Cambridge's public identity, along with its well known cultural, arts and culinary offerings.

- COT expands Cambridge's presence through its leadership in Greater Boston tourism efforts, which offer incomparable networking opportunities. COT's Director was elected to serve on the Executive and Nominating Committees of the Greater Boston Convention and Visitors Bureau (GBCVB) Board of Directors, which enables Cambridge to have a direct impact on policy development, marketing strategies and the direction and efforts of the GBCVB.
- COT's Director serves on a wide range of boards and committees in Cambridge and was instrumental in facilitating the designation of Central Square as a Cultural District by the Mass. Cultural Council, one of only 14 such districts to be named in the Commonwealth.

In support of all of the City Council's goals, the City Manager's Office, through its Public Information Office (PIO), has promoted these efforts and informed Cambridge citizens, City staff, businesses, institutions and the general public through a range of outreach efforts, including the following:

- Produced two issues of the *CityView* newsletter, which is mailed to over 48,000 Cambridge households in November and May, and distributed it to over 2,000 City employees.
- Produced the 2013-2014 edition of *The Cambridge Life*, the City's annual magazine and resource guide.
- Produced the FY12 City of Cambridge Annual Report.
- Posted information daily on the City's website, keeping content fresh and updated. A link to the What's New section on the City's website is sent weekly to *Cambridge E-Line* subscribers.
- Produced the weekly PIO Update e-mail newsletter sent to City employees.
- Provided ongoing support to City departments requesting publicity assistance, website postings and online website calendar support.
- Provided publicity and photography support, including creation of web pages, for the Tip O'Neill Centennial Planning Committee, the Emancipation Proclamation 150th Anniversary Planning Committee and the Cambridge Domestic Violence Campaign: *21 Days of Questions, 365 Days of Action*.
- Provided internal and external publicity support to the Employees' Committee on Diversity.
- Participated in the planning team to design and launch a new City of Cambridge mobile website and continued working with the IT Department on improvements to the City's website.
- Continued serving on the E-Gov Project Management Team, to identify innovation initiatives to support the City's business needs, and the longer term objective to set a strategy for technology innovation in the

City, with guidance from the E-Gov Executive Committee.

- Published regular postings on the City's Facebook page, created citywide website alerts as needed during the year and prepared and distributed City of Cambridge news releases throughout the year.
- Participated in a new planning team to develop a Social Media Working Group and provided general training and awareness of the City's Social Media Policy, which was finalized and published this year.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of requests tracked in automated complaint system	622	650	600	650
2. Number of requests resolved	561	590	550	590
3. Number of requests outstanding	61	60	50	60

- *GOAL 2: The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged hundreds of millions of dollars in private and other public funding, resulting in the creation or preservation of 2,450 affordable units of rental and homeownership housing for families, single room occupancy and special needs housing.*
- *GOAL 3: Provide oversight for all capital construction and renovation projects including all open space projects, elementary school design and renovations, roadway improvements and municipal facilities. The Deputy City Manager chairs the designer selection process for all capital projects.*
- *GOAL 4: Oversee the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks are in accordance with City Council goals.*
- *GOAL 5: Work with the Finance Department annually to prepare presentations for the major credit rating agencies, with the goal of maintaining the City's AAA credit ratings.*
- *GOAL 6: Oversee the design and construction of the M.L. King School, the first of four schools to be reconstructed as part of the Innovation Agenda.*

- *GOAL 7: Work with IT, various department heads, and community representatives with significant experience in technology, to implement a long term strategic plan regarding technology and innovation in Cambridge.*

TOURISM

PURPOSE & OVERVIEW: Established in 1994, the Cambridge Office for Tourism (COT) is a non-profit agency that receives City funding. It serves as the central clearinghouse for all tourism marketing and visitor information for the City of Cambridge. Additional funding is derived from advertising revenues, publication sales, and other grant funds. The Office is managed by a 13-member Board of Directors, including the Deputy City Manager, and is currently staffed by one part-time and two full-time employees. The Tourism Office promotes the City's many special attractions and cultural amenities for the enjoyment of both residents and visitors. It also strives to position Cambridge as an important component of the marketing efforts of the Greater Boston Convention & Visitors Bureau (GBCVB) and the Massachusetts Office of Travel & Tourism (MOTT) and to achieve the greatest positive impact from those efforts on the local economy.

The Office is responsible for fulfillment of requests for visitor information, development of new marketing collateral, operation of a visitor information booth in Harvard Square, and all aspects of tourism-related marketing and public relations. Printed collateral includes a seasonal Calendar of Events, marketing brochures, dining guides, historical walking guides and comprehensive visitor guides. COT also maintains a constantly updated tourism website, several social media accounts (Facebook, Twitter, Pinterest, Instagram, Vimeo and TripAdvisor), and an eNewsletter. Additionally, it produces a variety of marketing materials used to attract meetings and conventions business to Cambridge hotels.

The steady growth of the tourism industry in Massachusetts continued in FY13. The Pinnacle Advisory Group reported that Cambridge had a hotel occupancy rate of 78.4% at year-end (Dec 2012), an increase of 1.9% over the previous year. The Average Daily Rate was \$210.15, a 6.8% increase over the year before, and the Revenue Per Available Room (RevPAR) was up 9.5% to \$164.80. The Cambridge Hotel/Motel Rooms Tax Revenue shows another 8% increase in the first two quarters of FY13 over the first half of FY12, and FY12 was up 8% in the first two quarters over the previous year.

COT's corporate meetings marketing campaign will receive \$50,000 in FY14 funding from the Massachusetts Convention Center Authority (MCCA). These funds assist the Tourism Office in keeping Cambridge hotels, restaurants and attractions at the forefront of the corporate and association meetings marketing efforts, with financial services and pharmaceuticals leading the way in driving corporate and convention meetings business.

COT continues to partner with the GBCVB and MOTT, as well as Advantage Boston and the MCCA, to promote Cambridge to the international meetings market, and Cambridge is on pace for another double-digit growth year. International visitors numbers are up 10% year-over-year through November 2012. The GBCVB has unveiled a

\$5M, five-year strategic plan-focused on European, South American and Asian markets-to double the number of international visitor arrivals to Boston and Cambridge. In 2013, Copa Airlines (Latin America's largest airline) will launch a daily direct flight from Panama City to Boston, connecting Central and South America to Massachusetts and New England. COT worked with the airline's film crew to include Cambridge in a 30-minute in-flight television special called "Panorama of the Americas." The program will air in April 2013 on all of Copa's international flights and on its YouTube channel.

The new tourism website (CambridgeUSA.org) is in its final stages of development. The site features interactive maps, guest blogs by a variety of reviewers, and business promotions combined with the connectivity to Twitter, Facebook, Instagram and other social media outlets. Upon completion of the website, COT plans an extensive re-branding of the Tourism Office and its collateral. The focus of the re-branding effort is to make the tourism materials more indicative of the innovation, technology and revitalization that is a significant part of Cambridge's identity while still emphasizing the arts, culinary and cultural aspects of the City.

The COT supported efforts to facilitate the designation of Central Square as a cultural district by the Mass Cultural Council. Cultural districts benefit local arts, humanities and science organizations by promoting the area to residents and visitors and by attracting more tourist dollars and tax revenue. To date, Central Square is one of only 14 such districts awarded this designation in Massachusetts.

COT embarked on a holiday shopping ad campaign that ran in the NY Wall Street Journal and on the WSJ website from Nov. 9-Jan 4, as well as on two of the most prominent digital billboards in Times Square from Nov. 20-26 and again from Dec. 27-Jan. 2, including New Year's Eve. The campaign was designed to drive readers/viewers to the website for holiday shopping promotions and listings for the many holiday events in Cambridge.

COT also worked with various City departments on tour bus parking, implementation of the pedicab pilot program and the Hubway bike share program. The Executive Director continues to support the Red Ribbon Commission on the Delights and Concerns of Central Square as it meets periodically to discuss the developing plans of the Central Square Advisory Committee.

The Executive Director serves on the Boards of the GBCVB, the Cambridge Chamber of Commerce and the Harvard Square Business Association. As a member of the Cambridge Hotel Association, COT acts on behalf of the hotels and represents them in their marketing efforts.

The Assistant Director of COT participates on several community boards and committees, such as the Cambridge Arts Marketing Network (CAMN), the Taste of Cambridge Committee, the Taxicab Advisory Committee and the Taxi School Board.

FY14 GOALS:

- *GOAL 1: Ensure that visitors to Cambridge receive timely, accurate and comprehensive information on the city's accommodations, dining, events and attractions. Increase awareness of Cambridge attractions by hosting familiarization tours for both domestic and international journalists, travel agents and tour operators. Continue to enhance internet presence via website enhancements, social media marketing and internet advertising campaigns as well as traditional print media campaigns.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail and at information booth	54,500	53,500	55,000	56,000
2. Number of brochures distributed at state visitor centers and area hotels	95,350	120,000	90,000	100,000
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	320	245	350	370
5. Total number of hits on the Tourism website	2,837,306	3,700,000	3,450,000	3,700,000
6. Total number of detailed visits to the Cambridge Tourism website	344,568	515,000	508,000	515,000

- *GOAL 2: Assist hotels in their marketing and sales efforts to attract convention and conference business to Cambridge by promoting partnerships with Boston meeting facilities, including the Convention Center.*
- *GOAL 3: Continue to identify additional sources of income through grant applications, sponsorships and private sector donations.*
- *GOAL 4: Expand COT presence in the international meetings market through trade shows and sales missions. Develop marketing tools to attract varied market segments to include medical/pharmaceutical meetings, group tours and special events.*

AFFIRMATIVE ACTION

PURPOSE & OVERVIEW: A part of the Executive Department, the Office of Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect, at all levels and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are recruited. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting, achieving and measuring affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The Director also reviews and signs-off on all employment transactions and submits biannual reports to the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Director monitors construction contracts 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.

FY14 GOALS:

Figure 1: Equal Employment Opportunity Commission Recruitment Data

This chart represents parity goals and workforce percentages the City of Cambridge utilizes to build and measure the diversity of its workforce. This information is based on established Equal Employment Opportunity Commission (EEOC) criteria and data collected from the U.S. Census Bureau used to establish our primary recruitment area, otherwise known as the Primary Metropolitan Statistical Area (PMSA). Our PMSA includes cities and towns from which the City of Cambridge can normally expect to recruit a diverse pool of applicants.

	EEO-4 Category	Recruitment Area (PMSA)	FY 13 City incumbent Workforce	Cambridge Residents per U.S. Census
#1	Percentage of People of Color employed by the City	19.50%	33.90%	27.00%
#2	Percentage of Women employed by the City	48.20%	44.09%	49.50%
#3	Percentage of People of Color Officials & Administrators	12.20%	15.12%	19.30%
#4	Percentage of People of Color Professionals	17.00%	24.46%	24.40%
#5	Percentage of People of Color Technicians	21.60%	18.87%	22.50%
#6	Percentage of People of Color Protective Service	27.00%	28.12%	27.00%
#7	Percentage of People of Color Para-Professionals	18.00%	45.67%	27.00%
#8	Percentage of People of Color Administrative Support	18.00%	31.19%	27.00%
#9	Percentage of People of Color Skilled Craft	15.80%	27.21%	28.00%
#10	Percentage of People of Color Service Maintenance	24.60%	49.14%	27.00%

The information for the PMSA and Cambridge Residents is taken from the U.S. Census Bureau EEO data file. This information is utilized for both Federal and State reporting purposes and is useful in determining availability of protected class applicants.

- GOAL 1:** *Work with departments to determine measurable affirmative action goals for hiring people with protected status in each department. Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of departments met with to set goals and measure performance	25	25	25	25

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Meet with all departments that are hiring department heads, professionals and administrators	100%	100%	100%	100%

■ *GOAL 2: Provide information and assistance to municipal contractors and bidders on complying with the Cambridge Responsible Employer Plan for municipally funded projects.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Monitor weekly payroll records for City and State funded construction projects	100	100	150	150
2. Attend pre-bid construction conferences	3	3	3	10
3. On-site visits to monitor contract compliance	10	10	10	20

PUBLIC INFORMATION OFFICE

PURPOSE & OVERVIEW: The Public Information Office (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.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Develop news releases, website informational pieces	403	375	599	600

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Produce CityView biannual community newsletter	2	2	2	2
3. Produce the Cambridge Life annual City magazine and resource guide	1	1	1	1

■ *GOAL 2: Prepare the City's Annual Report in a thorough and timely manner.*

■ *GOAL 3: Communicate City news/information to employees.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Publish PIO Update, the weekly email bulletin for employees	95	85	109	110

■ *GOAL 4: Manage daily flow of information on the front page of the City's website and identify improvements to the main information sections for residents, businesses and visitors. Encourage departments to post information on the City's website, the web calendar as well as on their department web page.*

■ *GOAL 5: Respond to community inquiries via web, e-mail and telephone in a timely manner. Identify community relations opportunities or customer service improvements that can be made.*

■ *GOAL 6: Maintain City publications and information in the City Hall Information Area.*

■ *GOAL 7: Respond to media inquiries in a timely manner.*

- **GOAL 8:** *Work with ITD on the newly redesigned Common Ground intranet website for employees.*

EMPLOYEES' COMMITTEE ON DIVERSITY

PURPOSE AND OVERVIEW:

The City of Cambridge Employees' Committee on Diversity (ECOD) is a committee comprised of volunteer City employees. The Committee's goal is to enhance the value of individual and group differences and, through a variety of educational activities and social events, to recognize and celebrate the diversity of City of Cambridge employees. During the course of the year, the Committee sponsors 5-7 events promoting diversity in the workforce. In FY13, the Committee sponsored events including a lecture on writing and the influences of cultural identities by Pulitzer Prize-winning author Junot Diaz and an art exhibit titled *Reflections on Dante's Divine Comedy* by Robert Puig Reyes. The Committee also co sponsored a citywide commemoration of the 150th anniversary of the Emancipation Proclamation, *A Walk Toward Freedom* and the screening of a documentary film titled, *All Me: The Life and Times of Winfred Rembert*. Two events were held celebrating Women's Heritage month; a photo display and reception held in honor of the diversity of women who work for the City of Cambridge and a discussion on women's rights in Ethiopia with speaker Ms. Birtukan Mideska, former federal judge and founder of the Democracy and Justice party in Ethiopia. The Employees' Committee on Diversity is developing a sub-committee to welcome new City employees and creating an internal website to facilitate communication with City staff. The Committee has successfully held two employee book club meetings as a way to increase recruitment. The Employees' Committee on Diversity continues to work collaboratively with the GLBT Commission to raise awareness about issues facing the GLBT community. Events planned for this year include: the annual Pride Brunch and a screening of *Brother Outsider: The Life of Bayard Rustin*. The Committee will continue outreach efforts at the Harvard Square Mayfair and the Cambridge River Festival.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,589,285
Real Estate Taxes	\$622,955	
Hotel/Motel Excise Tax	\$966,330	
CHARGES FOR SERVICES		\$40,000
Parking Fund Parking Usage	\$40,000	
FINES & FORFEITS		\$215,000
Parking Fines	\$215,000	
INTERGOVERNMENTAL REVENUE		\$163,865
State Cherry Sheet Revenue	\$163,865	
TOTAL FY14 BUDGETED REVENUE		\$2,008,150

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,451,800
OTHER ORDINARY MAINTENANCE	\$517,650
TRAVEL & TRAINING	\$38,700
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$2,008,150

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	9	9	9

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$1,291,125	\$1,328,570		
\$235,735	\$241,840		
<u>\$36,220</u>	<u>\$39,500</u>		
<u>\$1,563,080</u>	<u>\$1,609,910</u>		

POLICY MAKING/LEGISLATION	\$1,372,415
COUNCIL SERVICES	\$250,855
GOVERNMENTAL RELATIONS	<u>\$59,855</u>
	<u>\$1,683,125</u>

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Participated in the preparation and distribution of the Mayor's Red Ribbon Commission Report on Central Square.
- Provided staff support for the *21 Days of Questions/365 Days of Action* campaign to raise awareness around the issue of domestic violence.
- Provided staff support for Speaker Thomas P. "Tip" O'Neill's Centennial Celebration.
- Assisted in the preparation of an event recognizing the 150th anniversary of the Emancipation Proclamation.
- Finalized and launched the policy for Street and Bench Dedications.

FY14 GOALS:

- *GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.*
- *GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality array of City services.*
- *GOAL 3: Strengthen and support human services, public education and out of school learning in Cambridge for the benefit of residents of all ages.*
- *GOAL 4: Value and support the racial, socioeconomic, cultural and religious diversity of our city.*
- *GOAL 5: Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.*
- *GOAL 6: Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.*
- *GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.*
- *GOAL 8: Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,669,015
Real Estate Taxes	\$1,669,015	
INTERGOVERNMENTAL REVENUE		\$14,110
State Cherry Sheet Revenue	\$14,110	
TOTAL FY14 BUDGETED REVENUE		\$1,683,125

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,581,370
OTHER ORDINARY MAINTENANCE	\$41,900
TRAVEL & TRAINING	\$59,855
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$1,683,125

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	2	2	2

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

<p style="text-align: center;"><u>\$980,545</u> \$980,545</p>	<p style="text-align: center;"><u>\$964,775</u> \$964,775</p>
---	---

<p style="text-align: center;">CITY CLERK</p>	<p style="text-align: center;"><u>\$1,119,765</u> \$1,119,765</p>
--	--

PURPOSE & OVERVIEW: As charged by statute and ordinance, the City Clerk’s Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens’ individual lives and particular business records required by statute. Cambridge is home to two birth hospitals, which serve a diverse population. In keeping with the City Council’s goal of valuing and supporting our diversity, the Clerk’s Office is proud to be able to offer assistance with birth certificates and other vital records in Spanish, Portuguese, French and Haitian Creole, as well as English. The City Clerk’s Office also produces the agenda for City Council meetings and provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and goals, and to fully inform the public regarding City Council actions. In addition, the City Clerk’s Office keeps many of the official records of the City and responds to a wide variety of inquiries from the public. The City Clerk’s Office faces the dual challenge of preserving original records from Cambridge’s municipal beginnings in 1630 and utilizing 21st Century methods and technology to make more information available more quickly to our citizens. Community Preservation Act funding has allowed the Clerk’s Office to begin to upgrade its vaults to arrest the damage to 350-year-old vital paper records and to preserve today’s vital records for the future. Use of digitized storage and retrieval technology allows us to scan original vital records and produce a certified copy for a customer in less time and with more accuracy than 100 years ago, when the City Clerk’s Office staff copied the records by fountain pen, and in less time and with less wasted paper than five years ago, when the staff made an extra copy of every record and kept the extra copies in notebooks to retrieve and photocopy for certification.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Provided staff support for 17 City Council committees, which held a total of 60 meetings and hearings.
- Managed the City Council Agenda, which consisted of 2,353 items for calendar year 2012. Published the permanent bound record of the 2010 City Council proceedings and prepared the 2011 permanent record for publication.
- Worked with the DPW engineering staff and their architectural consultants to facilitate development of plans and specifications for bid documents for upgrade of the City Clerk’s central storage vault (Phase II) in the basement of City Hall. This is the City Clerk’s largest vault area and contains all of the City Council original records, including the original legislative history for ordinance amendments. To date, 50% of the technical, architectural and engineering drawings and specifications for spaces, systems and components in the project have been completed.
- Ongoing sustainability accomplishments in FY13 included reducing paper storage of permanent records while maintaining the requisite paper copies to satisfy state public record statutes and improving the

archival quality of the paper storage by updating records of ordinances and publication records into binders with PH neutral protective sleeves.

- Instituted procedure to include roll call votes on City Council agenda items for viewing by members of the public.
- Increased use of technology with the use of laptops at committee and City Council meetings as well as enabling remote participation in committee and City Council meetings.

FY14 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 access to the public.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Attested copies of completed and recorded death certificates and birth report filed with Registry of Vital Statistics by the 10th of the month following registration	100%	100%	100%	100%
2. Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within two months	100%	100%	100%	100%

Table 1: 2008-2012 Number of Records Recorded

Number of Records Recorded	2008	2009	2010	2011	2012
Births	4,198	4,113	4,258	4,322	4,373
Deaths	957	904	966	983	898
Marriage Intentions	1,260	1,276	1,248	1,157	1,230
Physicians	10	18	12	16	6
Domestic Partnerships	131	139	115	151	145
Business Certificates	744	765	726	697	751
Corrections and Delayed Records of Births, Deaths, & Marriages	316	264	381	345	365

Figure 1: 2008-2012 Business Certificates

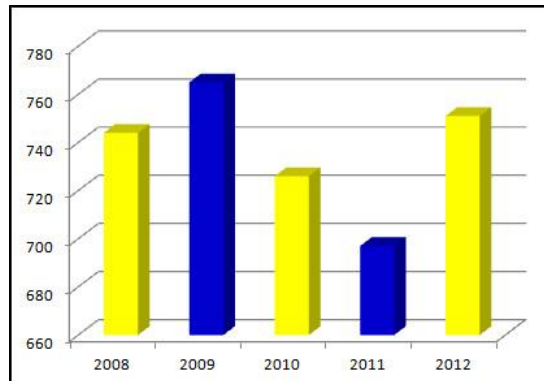
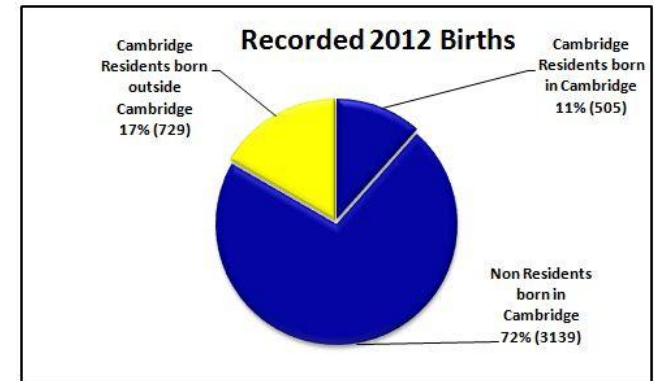


Figure 2: 2012 Births Recorded in Cambridge



- **GOAL 2:** *Produce City Council Agenda for distribution; attend all meetings of the City Council; record all actions taken at the meetings; distribute timely notification of Council actions taken at the meetings; index all items acted upon; and produce and maintain permanent, bound records of City Council proceedings.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%
2. Notification of Council actions completed 36 hours after meeting	100%	100%	100%	100%
3. Number of updates to the Municipal Code distributed to subscribers	2	2	1	1
4. Permanent bound record ready for publication within 18 months after completion of 2011 legislative year	100%	100%	100%	100%
5. Permanent bound records ready for publication within 18 months after the completion of 2012 legislative year	n/a	50%	100%	100%

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. City Council Agenda published accurately on the City's website 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	10	10	9	9

- *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.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$824,965
Real Estate Taxes	\$824,965	
CHARGES FOR SERVICES		\$235,500
Certified Copies	\$193,500	
Domestic Partnership	\$2,000	
Misc Fees (Clerk)	\$40,000	
LICENSES AND PERMITS		\$40,000
Marriage License	\$40,000	
INTERGOVERNMENTAL REVENUE		\$19,300
State Cherry Sheet Revenue	\$19,300	
TOTAL FY14 BUDGETED REVENUE		\$1,119,765

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,059,235
OTHER ORDINARY MAINTENANCE	\$56,110
TRAVEL & TRAINING	\$4,420
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$1,119,765

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	10	10	10

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$1,636,925	\$1,722,235		
<u>\$12,212,555</u>	<u>\$200,000</u>		
\$13,849,480	\$1,922,235		

LEGAL COUNSEL **\$1,963,240**
DAMAGES **\$200,000**
\$2,163,240

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, the Department's attorneys furnish legal opinions on matters referred to them by the City Manager, Mayor, City Council, School Committee and department heads, and provide daily advice to department heads and other staff relating to planning, zoning, construction, development and a wide range of other issues. Attorneys attend meetings of the City Council and its subcommittees. Attorneys draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City’s business. Individual members of the legal staff have developed areas of specialization in response to increasingly complex legal considerations associated with municipal issues.

FY13 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 zoning enforcement, comprehensive permits, and other decisions of the Board of Zoning Appeals, the Planning Board, and the Historical Commission, and have defended challenges to the validity of various provisions of the City’s Ordinances. Other substantial litigation this year included work on significant zoning, real estate, Public Works, public construction, environmental and housing cases and successful minimization of the amount of judgments and settlements in negligence cases and contracts actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and provided training to various boards and commissions on their responsibilities and on laws pertaining to ethics and conflicts of interest.
- Focused significant resources on analysis, review, drafting opinions and providing advice relating to: assisting the Election Commission with elections issues; assisting with the cable television renewal license process; assisting City departments with enforcement of the Zoning Ordinance and other City ordinances; working with City departments in connection with federal and state permitting

requirements, including those pertaining to the environmental impacts of development; contracting, licensing and land use issues related to 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; drafting and reviewing new ordinances and proposed amendments to existing City Ordinances; housing matters, including preservation of long-term affordability in existing housing and development or new affordable housing; and working with the Assessing and Finance Departments on real estate tax exemptions and other tax issues, and bankruptcy matters.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of claims filed against City*	207		145	
2. Number of written opinions and City Council Order responses issued*	29		15	
3. Number of lawsuits filed against City*	52		32	
4. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	\$71.62	\$71.06	\$72.46	\$76.76
5. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses)	\$83.89	\$89.74	\$86.00	\$91.53
*FY13 projected figures are actuals as of 3/31/2013				

- *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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Training sessions conducted	3	3	3	3
2. Employees and members of boards and commissions in attendance	40	30	30	30
3. Number of departments, boards and commissions affected	14	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$2,013,240
Real Estate Taxes	\$2,013,240	
LICENSES AND PERMITS		\$2,500
Street Obstruction Permits	\$2,500	
FINES & FORFEITS		\$97,500
Parking Fines	\$97,500	
INTERGOVERNMENTAL REVENUE		\$50,000
State Cherry Sheet Revenue	\$50,000	
TOTAL FY14 BUDGETED REVENUE		\$2,163,240

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,507,695
OTHER ORDINARY MAINTENANCE	\$443,300
TRAVEL & TRAINING	\$212,245
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$2,163,240

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	11	11	11

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**FINANCE
-Summary**

\$579,560	\$611,625	ADMINISTRATION	\$595,905
\$445,600	\$394,975	BUDGET	\$573,025
\$1,765,650	\$1,724,480	PERSONNEL	\$1,879,500
\$2,062,105	\$2,149,670	ASSESSORS	\$2,297,680
\$728,400	\$765,970	PURCHASING	\$777,310
\$875,730	\$903,815	AUDITING	\$906,890
\$1,070,900	\$1,041,075	REVENUE	\$1,086,140
\$667,150	\$639,760	TREASURY	\$684,570
		INFORMATION TECHNOLOGY	
		DEPARTMENT	
<u>\$3,709,590</u>	<u>\$3,989,230</u>		<u>\$4,491,330</u>
\$11,904,685	\$12,220,600		\$13,292,350

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 Division also appears in this section, although the Auditor is appointed by the City Council.

SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Finance Department Budget includes the following additions to the ITD Division: \$142,255 for a Network Manager position; \$200,000 in salary and wages to support the ITD strategic plan; \$142,765 increase in other ordinary maintenance accounts to cover the cost increases related to ongoing maintenance agreements and technical support; and \$9,800 in travel and training for software training and professional development.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Prepared all documents for \$65,260,000 Bond Sale held on February 19, 2013. This issue financed such capital projects as the King School renovations, sewer reconstruction, 5 Western Avenue renovations, Harvard Square Tunnel improvements, Danehy Park soccer field improvements, a Fire ladder truck and pumper, building renovations, street and sidewalk reconstructions, and Kendall Square improvements. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 2.04%.
- Continued to coordinate the development of formal investment, debt service and reserve policies. This, coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City of "Strong". An FMA of "Strong" indicates that practices are strong, well embedded and likely sustainable.
- The Administration, Budget, Assessing, and Revenue divisions collaborated to publish and mail three separate brochures explaining the City budget, property values, real estate taxes, abatements, and exemptions to Cambridge businesses and residents.
- Continued serving on the E-Gov Project Team, to identify innovation initiatives to support the City's business needs, and the longer term objective to set a strategy for technology innovation in the City, with

guidance from the E-Gov Executive Committee.

- Prepared the water and sewer rate analysis and projections in addition to preparing the City Manager's recommendation to the City Council that calls for a 0% increase in the water rate and a 4.2% increase in the sewer rate, resulting in a combined rate of 2.9% for FY14.
- Prepared documents required by the Department of Revenue as part of the annual tax classification process (RECAP), including the preparation of the City Manager's recommendation to the City Council.
- Developed, recommended and monitored the planned use of the City's Debt Stabilization Fund in order to minimize the impact of increasing property tax supported debt, which is used to fund major capital projects.
- The Information Technology Division and Inspectional Services Department worked together to test and develop an interface between the Energov Permitting System and MUNIS revenue collection system.
- Along with the Water Department and Department of Public Works, the Finance Department took the lead role in ensuring the accurate development of the MUNIS Utilities Billing System for the automated sewer abatement process. Approximately 80% of our current approved sewer abatement customers are part of the new automated process. The Finance Department continues to monitor the listing of Approved Sewer Abatement customers to ensure more customers are added to our automated sewer abatement program.
- In May 2012, completed the banking services transition from Citizens Bank to Century Bank with minimal interruption to daily processes. The Finance staff successfully trained departmental fiscal personnel on new easy deposit procedures and developed a step-by-step manual.
- Continued to invest with community banks within the City. Twice a year, Treasury requests bids for Certificate of Deposit rates. This program has been very successful for the City since it allows diversity, safety, and a slight increase in the interest rates to our Cash Portfolio.
- Continued to manage the City Scholarship program. During FY13, the Finance Department continued to collaborate with the CRLS to ensure that the online scholarship application was compatible with the City Scholarship program application requirements. Also, in collaboration with the Mayor's office, has redesigned donation request forms to ensure the donations continue in the future. In 2012, there were 170 City of Cambridge scholarship application submissions. The City awarded scholarships to 50 recipients this past spring. The Department also hosted an award event and reception to recognize each scholarship recipient individually.
- All Finance divisions successfully implemented the PeopleSoft 9.1 upgrade to the FSCM module. Also, the Assessing and Revenue divisions successfully upgraded the MUNIS Revenue Collection System to version 9.2, in a timely and efficient manner.
- The Information Technology and Auditing divisions continued to create standards for on-line credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments.

- The Other Post Employment Benefits (OPEB) Steering Committee, continued to oversee the implementation of GASB 45 which was included in the June 30, 2012 Comprehensive Annual Financial Report. Also, the Steering Committee provided necessary financial information to the actuarial firm to develop the OPEB updated actuarial as of January 1, 2013.
- The Investment Oversight Committee also developed an Investment Allocation Plan for Other Post Employment Benefits (OPEB) deposited into the Irrevocable Trust created in early 2010.
- Received, for the 28th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY13 Operating and Capital budgets.
- Assisted in the preparation of financial statements and schedules, which are the basis for the Comprehensive Annual Financial Report (CAFR).
- Prepared Community Preservation Act (CPA) reports for the CPA Committee and public presentations as well as revenue analysis and the City Manager's recommendation to the City Council.
- Introduced a new voluntary long-term disability plan for employees covered by Teamsters Local 25 collective bargaining agreements. This benefit was offered in partnership with the union and is 100% employee paid.
- Used on-line career sites, targeted professional and diversity networks, and virtual job fairs to coordinate recruitment campaigns to fill a variety of positions across several departments including Department of Human Services, Community Development, Cambridge Public Library, Department of Public Works, Information Technology, and the Police Department.
- Implemented new collective bargaining agreements with the Cambridge Firefighters and Teamsters Local 25 Public Works Supervisors units, thus providing for wage stability through FY15, consistent with the City's financial condition.
- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2013 entry level Police Officer exam. Particular efforts were made to maximize participation of Cambridge residents through increased use of social media to publicize the exam.
- Developed and delivered over 150 training events which were attended by more than 700 employees. Offerings included a newly designed writing curriculum, a four-part performance development curriculum for managers, interviewing skill development, Myers-Briggs Type Interest facilitations to support team development, Strong Interest Inventory facilitations to support individual career development activities, and city-wide mandatory Conflict of Interest training.
- Deepened city-wide competencies needed to prepare for evolving technological innovations by providing customized individual, team, and project learning plans, offering over 40 different computer classes and making available drop-in assistance hours as well as individual tutoring sessions.
- Enhanced skill testing process by introducing, designing, and coordinating six pre-employment skill assessments to help hiring managers with their selection process. Coordinated learning plans and proctored exam for employees interested in passing up to ten different skill proficiency tests with a

success rate of over 80%.

- Continued with the interior building inspection program to improve existing data integrity and capture new growth from building improvements.
- Added \$516,120,518 in assessed value new growth from real and personal property generating \$9,025,134 in new taxes.
- Completed statistical reappraisal to obtain Department of Revenue Certification of real and personal property valuation process without delay to the tax billing thereby ensuring uninterrupted tax income for the City.
- The IT and Assessing divisions worked to improve the Assessor's webpage to allow access to comparable sales data, GIS information and maps, in order to ensure taxpayers of the overall validity and fairness of assessed values.
- Conducted numerous public information seminars to better inform taxpayers of services available for real estate tax exemptions for the elderly, disabled veterans, the blind and those suffering financial hardship and to more fully explain the mass appraisal system used to establish assessed values and build public confidence in the accuracy.
- Reviewed assessment neighborhood maps to accurately reflect the current real estate market and refined the residential assessment model to 2011 market conditions, thereby reducing the number of overvaluation appeals.
- Continued to work closely with the Traffic and Parking Department to allow up-to-date access to Assessor's database, 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 with the Personal Property audits program in addition to site inspections.
- Continued to work to streamline cost effective and efficient procedures for bids and contracts. Vendors continue to be notified how to download bids from the Purchasing website. Contracts are sent electronically to the successful bidder for processing. Fully executed contracts are emailed to the appropriate departments. This office is a leader for online bids for which other Massachusetts Purchasing Departments use as an example.
- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below \$5,000.00 and for quotes between \$5,000.00 and \$24,999.99.
- In collaboration with the Community Development Department, offered a workshop to local businesses on "How to Do Business with the City of Cambridge".
- Processed and monitored over 455 contracts, change orders and amendments.
- Purchasing focused on improving efficiency and quick turnaround for documents and has successfully accomplished this by emailing the contracts directly to the vendors. This has played an important role in reducing the cost of postage and paper.

- Increased the GreenSense Committee campaign by advocating the purchase of environmentally preferred products and tracking the use of those products. Staff worked closely with the Green Fleet Committee to ensure vehicles that are purchased have the least impact on the environment.
- Collaborated with various regional partners including the Operational Services Division of the State of Massachusetts, Massachusetts Higher Education Consortium and the GSA (General Services Administration) to execute contracts for a variety of commodities and services.
- Continued a role in School Department bids for goods, services and capital projects leveraging increased volume for better value.
- Worked with an outside consultant, City management, and staff to develop a strategic plan and roadmap for Information Technology.
- Completed the design, setup, and network installation at 5 Western Avenue. 100 phones and voicemail boxes and new CS1000 communication servers were all connected to the City's VoIP network.
- Implemented automatic attendant telephone answering systems for both the Department of Public Works and Traffic and Parking. These allow callers the option to receive information such as office hours or trash collection schedules, or transfer to a live person.
- Enhanced iReport application to include un-shoveled sidewalks, traffic signal outages, traffic signs missing/damaged, bike rack repair and unplowed streets.
- Developed Voter Registration application which allows public to verify address, voting status (active/inactive), party affiliation and polling location.
- Developed an Emergency Communication form online to look up towed vehicle status, why, when, how, and where towed.
- Developed and updated GIS maps for Emergency Operations Center (EOC), Community Development, Fire Department and other City departments to aid in their daily operations.
- Assisted the Community Development Environmental Planner and their collaborative partners with projects involving rooftop solar potential and climate vulnerability.
- Created a public facing web page which can access data referenced to addresses which shows a wide variety of information including information on buildings, tax records, permits, street cleaning, trash pick-up days, as well as historical and voter information.
- Upgraded streaming video of City Council meetings to allow streaming on mobile devices such as smart phones or tablets.
- Implemented mobile websites for City homepage, Police, Public Works and Library which supports all mobile platforms including iOS, Android, Windows and Blackberry.
- Developed new Water Department and 22 CityView websites.
- Launched new DHSP website, as well as a new Inspectional Services website which includes training videos for new Energov System and online payment for permits.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$11,619,825
Real Estate Taxes	(\$8,880,175)	
Motor Vehicle Excise Tax	\$6,100,000	
Hotel/Motel Excise Tax	\$9,000,000	
Corporation Excise Tax	\$1,200,000	
Meals Tax	\$3,400,000	
Penalties and Delinquent Interest	\$800,000	
CHARGES FOR SERVICES		\$558,950
Water Usage Charge	\$225,000	
Parking Fund Parking Usage	\$23,950	
Sewer Service Charge	\$225,000	
Municipal Lien Certificates	\$85,000	
INTERGOVERNMENTAL REVENUE		\$613,575
State Cherry Sheet Revenue	\$423,065	
Cherry Sheet-Loss of Taxes Abatements	\$190,510	
MISCELLANEOUS REVENUE		\$500,000
Interest Earnings	\$500,000	
TOTAL FY14 BUDGETED REVENUE		\$13,292,350

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$10,018,570
OTHER ORDINARY MAINTENANCE	\$2,965,010
TRAVEL & TRAINING	\$245,970
EXTRAORDINARY EXPENDITURES	\$62,800
TOTAL FY14 BUDGETED EXPENDITURES	\$13,292,350

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	82	82	83

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

\$322,465
\$257,095
 \$579,560

\$330,625
\$281,000
 \$611,625

**LEADERSHIP
INDEPENDENT AUDIT**

\$330,905
\$265,000
 \$595,905

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.

FY14 GOALS:

- *GOAL 1: To continue to coordinate the development and review of all current formal investment, debt service and reserve policies. To ensure our current Financial Management Assessment (FMA) rating remains at "Strong" and the City's current AAA Bond rating remains sustainable.*
- *GOAL 2: Increase customer awareness of the City's schedule for mailing tax bills, property values, property taxes, abatements/exemptions and the City's budget through the publication and distribution of three brochures, notices on the City's website and on 22-CityView. Distribute an annual newsletter about the water and sewer rates and the senior citizen water/sewer discount program.*
- *GOAL 3: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications and ensuring timely payments of scholarship awards. Host award ceremony and reception to recognize each scholarship recipient.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Amount of donations received	\$175,565	\$125,000	\$135,000	\$145,000
2. Number of donations received	1,615	1,775	1,750	1,775
3. Number of applications received	170	180	223	230
4. Number of scholarship recipients	50	50	60	60

- *GOAL 4: Provide quality information to the public via the Finance Department's website, including frequently asked questions and finance-related forms.*

- *GOAL 5: Respond to inquiries and informational requests sent to treasurer@cambridgema.gov in a timely manner.*
- *GOAL 6: Assist Water Department in monitoring and resolving water/sewer bill variances.*
- *GOAL 7: Continue to participate on the Health Care Cost Task Force, reviewing City efforts to control cost increases in health plans.*
- *GOAL 8: Continue to meet with the Investment Oversight Committee to review cash investments on a quarterly basis and monitor cash balances to ensure that cash is invested at the best rate possible.*
- *GOAL 9: Participate on the Investment Oversight Committee to review the Other Post Employment Benefits (OPEB) Irrevocable Trust investment portfolio on a quarterly basis and contribute to investment decisions made by the Committee with the assistance of the City's investment advisor. Additionally, continue to participate on the OPEB Working Group to develop funding mechanisms to address the OPEB liability.*
- *GOAL 10: In conjunction with the Auditing Division, prepare the Comprehensive Annual Financial Report within 180 days after the end of the fiscal year.*
- *GOAL 11: To work in collaboration with the City Auditor and Cambridge Retirement Board to ensure appropriate investment decisions are made to make certain that the Retirement obligation is funded on or before the state mandated deadline of 2040.*
- *GOAL 12: Work with the IT division, various department heads and community representatives with significant experience in technology, to implement a long term strategic plan regarding technology and innovation in Cambridge.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**FINANCE
-Budget**

\$445,600
\$445,600

\$394,975
\$394,975

BUDGET

\$573,025
\$573,025

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 division is also involved in the preparation of official statements, rating agency presentation documents and other related documents for bond sales, calculation of the property tax, water and sewer rates, CPA analyses, capital and grant reconciliations, arbitrage monitoring, maintaining the computerized benchmark, online capital and budget development system, preparation of appropriation and transfer recommendations and preparation of financial statements which are the basis for the Comprehensive Annual Financial Report (CAFR). The above-mentioned documents have a direct impact on the City's budget and it is essential they are prepared in a timely and efficient manner. Office staff continually work with each department and members of the public providing financial information and advice.

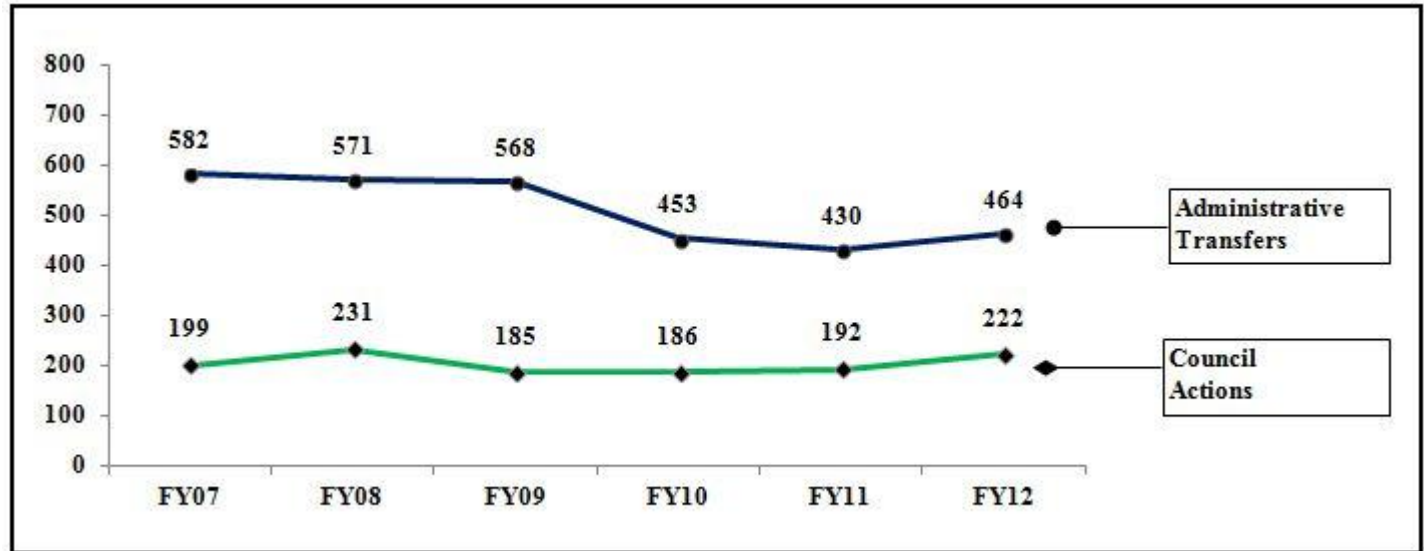
FY14 GOALS:

- *GOAL 1: Develop a performance based budget which contains quantifiable performance measures and concise statements of services. This includes reviews with departments to develop new performance measures and goals, as well as tables and charts to reflect work measures. In addition, the Budget Office conducts several meetings/reviews per department while developing the annual budget.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Date budget submitted to Council	04/23/2012	04/22/2013	04/22/2013	04/21/2014

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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 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	\$40.5M	\$69.2M	\$65.3M	\$78.9M
2. Number of individual communications with departments to review grant and capital project balances	8	8	8	10

- *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 the Budget Division's operations, policies, procedures and publications online.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of online systems, policies/procedures and other informational documents for departments posted on the City's Intranet site	10	10	10	10
2. Number of days from submitted budget to transmission on the web	1	1	1	1

- *GOAL 5: Organize Fiscal Staff Working Group Meetings to enhance communication between the Finance Department and other City departments concerning financial policies and opportunities for collaboration.*

- *GOAL 6: Collaborate with the Auditing, IT, Purchasing and Finance divisions on an efficient and timely upgrade of the PeopleSoft Financial System.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**FINANCE
-Personnel**

\$1,345,515
\$242,790
\$177,345
\$1,765,650

\$1,276,740
\$243,740
\$204,000
\$1,724,480

ADMINISTRATION \$1,330,085
INSURANCE \$337,415
EMPLOYEE BENEFITS \$212,000
\$1,879,500

PURPOSE & OVERVIEW: The overarching responsibility of the Personnel Division 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.

FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 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	5,653	5,000	5,500	5,500
3. Total job postings	102	100	100	100

- *GOAL 2: Assist the City Manager, Affirmative Action Director and departments in meeting the goal of building a City workforce which is representative of the diversity within the City of Cambridge. Assist departments in making appropriate and effective hiring decisions to ensure qualified employees.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percent of new hires who are Cambridge residents	84%	82%	82%	82%
2. Cambridge residents submitting applications or resumes (excluding labor service)	1,446	1,000	1,200	1,100

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding labor service)	417	400	425	425
4. Voluntarily self-identified women submitting applications or resumes (excluding labor service)	893	500	750	750

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	991	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	166	150	150	150
3. Employees receiving tuition assistance or funding for professional conference attendance	97	85	85	85
4. Provide and/or participate in providing diversity and sexual harassment training events and activities (number of events/activities)	20	18	18	18

- **GOAL 4:** *Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines, promote labor stability in the City, assist the schools with collective bargaining and settle all expired labor contracts within fiscal year.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. City collective bargaining agreements settled for the fiscal year	10	10	10	10
2. City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. City grievances reaching third step	15	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; and increase participation of Medicare eligible retirees in HMOs.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	73%	70%	76%	77%
2. Cost per contract (employees and retirees)	\$11,704	\$12,912	\$12,912	\$13,705
3. Provide or participate in providing wellness training events and activities (number of events/activities)	12	12	12	12

- **GOAL 6:** *Continue to monitor and analyze Other Post Employment Benefits (OPEB) liabilities by reviewing actuarial assumptions and making changes as necessary to post-retirement benefit designs.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**FINANCE
-Assessors**

\$2,062,105
\$2,062,105

\$2,149,670
\$2,149,670

ASSESSORS

\$2,297,680
\$2,297,680

PURPOSE & OVERVIEW: The Assessing Division 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 Division must list 24,336 taxable and 977 exempt real properties and 2,749 personal property accounts by maintaining accurate ownership and property data information. The Assessing Division must be prepared to reasonably adjust or defend values, which are challenged through the appeal process. The Assessing Division also administers the Motor Vehicle Excise Tax for approximately 55,200 vehicles. It is the mission of the Assessing Division 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.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Commercial buildings inspected	320	300	425	300
2. Tax exempt properties inspected	372	300	300	300
3. 1, 2 & 3 family house inspections	2,590	1,800	1,600	1,800
4. Interior apartment building inspections accomplished	144	100	500	200
5. Condominium unit inspections accomplished	2,195	2,000	1,800	2,000

- **GOAL 2:** *Collect market data for annual revaluation of property. The fiscal year residential property values are based on the prior calendar year sales activity. A sales analysis is conducted each year for houses and condos. The income approach, including income and expense data requests along with sales analysis, is conducted each year for apartment buildings. For commercial properties, income and expense data will be obtained from commercial property owners and analyzed to develop income approach to value.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Deeds processed	2,302	2,000	2,000	2,000
2. Residential sales verification mailers	1,059	1,200	1,200	1,200
3. Commercial sales verification mailers	85	50	50	50
4. Apartment building Income & Expense requests mailed	1,246	1,150	1,200	1,200
5. Commercial Income & Expense requests mailed	1,311	1,343	1,300	1,300

- **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 2012 are valued and billed for FY14.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Existing accounts inspected	1,000	1,000	1,000	1,000
2. New accounts listed and inspected	250	250	250	250

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Residential overvaluation applications filed	115	150	313	200
2. Commercial overvaluation applications filed	124	150	80	80

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Motor vehicle excise applications	2,125	2,500	2,500	2,500
4. Personal property overvaluation applications	55	60	60	50
5. Statutory exemption applications	376	n/a	320	320
6. Residential exemption applications	399	n/a	380	380
7. Residential exemption audits	761	n/a	1,400	1,400

■ *GOAL 5: Continue to implement a pilot program of direct entry of income and expense information by apartment and commercial owners to lower the number of paper mailings and reduce the data entry costs to the City.*

■ *GOAL 6: Improve customer access to Assessing Division data by enhancing information available via the web-based mapping database, increasing the number of applications and other forms available on the website, and maintaining the public access terminals located in the Assessing office.*

■ *GOAL 7: Continue to update neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property, with enhancements to this model in the Assessing Division's CAMA (Computer-Assisted Mass Appraisal) system.*

■ *GOAL 8: Promote public understanding of the property tax and encourage taxpayers' participation in the assistance programs made available at libraries, senior centers and neighborhood meetings.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Taxpayer assistance/general property valuation information workshops annually	10	10	10	10
2. Taxpayers attending workshops	90	90	90	90

- *GOAL 9: Continue to make enhancements to existing commercial and industrial valuation models to ensure fairness among all classes of real property.*

- *GOAL 10: Update mailing address changes for new ownership within 3 months of date of sale.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**FINANCE
-Purchasing**

\$728,400
\$728,400

\$765,970
\$765,970

PURCHASING

\$777,310
\$777,310

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.

FY14 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.*

	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
PERFORMANCE MEASURES				
1. Formal bids	132	141	104	111
2. Informal bids/quotes	110	145	198	235
3. Construction bids	44	40	56	50
4. Requests-for-Proposals (RFP's)	13	16	10	8
5. Purchase orders issued	13,321	12,650	12,650	12,840

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

	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
PERFORMANCE MEASURES				
1. Environmentally preferred purchases made from available categories	93%	93%	93%	94%
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Light bulbs, fluorescent tubes and ballasts purchased that are energy efficient	97%	97%	97%	98%
4. Outreach efforts (notices) to encourage City departments regarding green purchasing	5	5	5	5
5. Outside print jobs using recycled paper	97%	98%	98%	98%

■ *GOAL 3: Confirm and issue purchase orders for purchases made against existing City/State contracts within 2 days.*

■ *GOAL 4: Receive informal bids/quotes for evaluation within 2 weeks of receipt of requisitions.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Quotes received within 2 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 departments to facilitate a smooth end-of-year close-out and minimize the number of purchase orders carried over into the new year.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**FINANCE
-Auditing**

\$447,200
\$428,530
\$875,730

\$461,945
\$441,870
\$903,815

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

\$450,330
\$456,560
\$906,890

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the FY12 Comprehensive Annual Financial Report (CAFR), and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Completed actuarial services to evaluate the liabilities of the City's worker's compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2012 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2012.
- Successfully implemented the requirements of Government Accounting Standards Board (GASB) 54 for Fund Balance Reporting and Governmental Fund Type Definitions. The purpose of this change is to improve the usefulness and understandability of government fund balance information. The classification is applied based upon the level of constraint placed upon the use of resources.
- Continued to satisfy requirements of GASB Statement 40, disclosing deposit and investment risk.
- Completed all Massachusetts Department of Revenue required reports.
- 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.
- Continued to assist with internal and external requests for accounts payable information and vendor inquiries.
- Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Completed cash control procedure surveys for all City departments.

FY14 GOALS:

- *GOAL 1: Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded. Continue to post 90% of submitted transactions in one day.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of accounting adjustments	1,395	1,200	1,100	1,100
2. Percent posted within one day	90%	90%	90%	90%
3. Purchase orders processed*	19,224	20,000	19,546	19,500
*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.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of invoices processed	55,093	58,000	53,356	54,000
2. Percent posted within one day	90%	90%	90%	90%

- *GOAL 3: Report the City's financial operations to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government and the citizens of Cambridge. Prepare the year-end financial reports in accordance with generally accepted accounting principles (GAAP) within six months (180 days) after the end of the fiscal year.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Days to prepare Comprehensive Annual Financial Report	169	170	167	170
2. Days to prepare Schedule A	111	120	115	120

- *GOAL 4: Continue the use of scanning technology to scan documents into a shared drive for access by users of the financial system in order to streamline payments to routine vendors.*
- *GOAL 5: Continue to participate on Working Committee to implement OPEB actuarial study recommendations, in compliance with GASB rules and regulations.*
- *GOAL 6: Continue to work with City departments to ensure cash controls are in place.*
- *GOAL 7: Continue to update Auditing policies and procedures.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**FINANCE
-Revenue**

\$1,070,900
\$1,070,900

\$1,041,075
\$1,041,075

REVENUE

\$1,086,140
\$1,086,140

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 \$435 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.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percent of current year real estate levy collected	99%	98%	99%	99%
2. Percent of current year personal property levy collected	99%	99%	99%	99%
3. Percent of current year motor vehicle excise tax collected	88%	90%	90%	90%
4. Percent of current year water/sewer bills collected	95%	90%	95%	93%

- *GOAL 2: Coordinate with the Assessing Division to ensure that real estate and personal property tax bills are mailed to the property owner's most current mailing address.*
- *GOAL 3: Enforce the timely collection of delinquent real estate taxes through issuance of demand notices and warrants and, when necessary, through tax title proceedings.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of demands issued	2,263	2,600	2,100	2,000

■ **GOAL 3:** (continued)

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Number of accounts transferred to tax title	255	200	300	300

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

Figure 1: Real Estate Bills by Payment Type

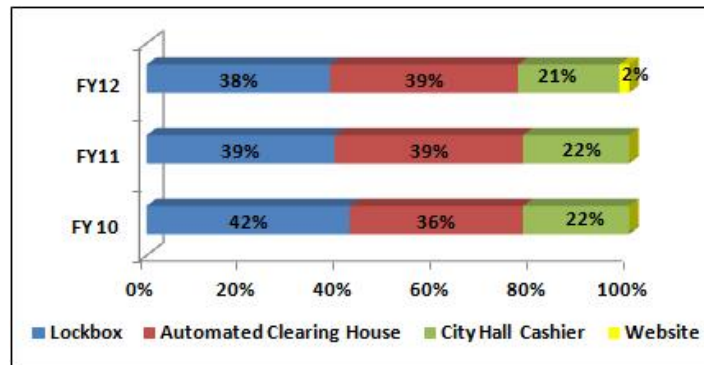


Figure 2: Motor Vehicle Excise Bills by Payment Type

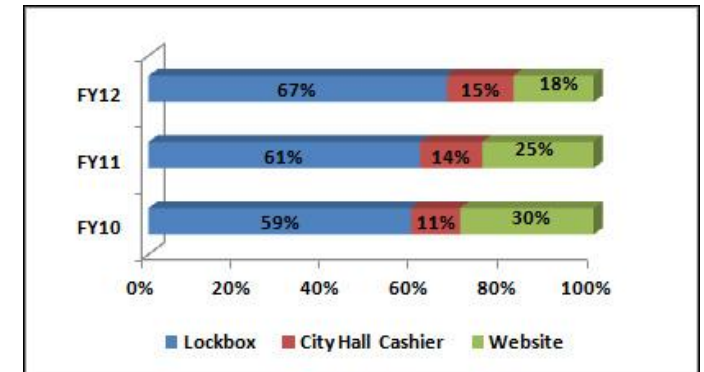
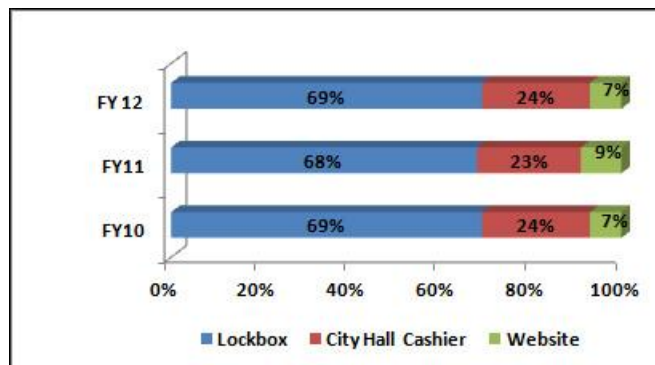


Figure 3: Water and Sewer Bills by Payment Type



LEGEND: Methods of Payment

- Lockbox** – Customers mail payments to a 3rd party payment processor.
- City Hall Cashier** – Customers submit payments in person to the cashier’s window in City Hall.
- Automated Clearing House** – Customers make arrangements for escrow.
- Website** – Customers make payments online.

- **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 a quarterly basis) to assist the taxpayer.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of additional letters sent to taxpayers who have a lien on their property and are in Tax Title	406	550	531	550
2. Letters mailed to taxpayers who have paid their tax title balance in full, and the lien on their property has been "released" by the Registry of Deeds	70	150	150	150

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Municipal lien certificates issued	2,931	2,750	2,950	2,950

- **GOAL 7:** *Monitor and continue using DocStar, an electronic document filing and storage system, to store important documents.*
- **GOAL 8:** *Continue to work with the IT Division on the smooth implementation of the MUNIS cashiering system, which will enable the City to accept credit and debit card payments at the Cashier's window utilizing our current gateway processor.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**FINANCE
-Treasury**

\$358,950
\$308,200
\$667,150

\$314,660
\$325,100
\$639,760

**CASH MANAGEMENT
PAYROLL MANAGEMENT**

\$346,895
\$337,675
\$684,570

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 5,000 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 6,325 W2s.

FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of individual loan payments	30	30	30	30

- *GOAL 3: Safeguard City funds by ensuring that all bank accounts are reconciled on a monthly basis; that all cash and investment accounts are reconciled on a quarterly basis in accordance with Massachusetts Department of Revenue requirements; and that all incoming receipts, including state and federal funds received via bank wire, are recorded in the financial system in a timely and accurate manner.*

- *GOAL 4: Increase the number of vendors paid through EFT, rather than with a physical check, and monitor its effectiveness.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total payments issued	28,289	28,000	27,500	28,000
2. Percent of paper checks issued	75%	73%	74%	73%
3. Percent of EFT payments issued	25%	27%	26%	27%

- *GOAL 5: Streamline cash receipts processing by implementing remote electronic deposit of checks and increasing credit card payments.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of remote electronic deposits being used	11	12	12	13
2. Total number of locations accepting credit card payments	5	6	5	6
3. Number of locations accepting online credit card payments	4	5	5	6

- *GOAL 6: Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and Medicare withholding taxes, and issuance of W-2 and 1099-MISC forms no later than January 31.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of payroll checks issued	166,995	171,000	167,000	167,000
2. Number of W2s issued	5,964	6,000	6,325	6,375
3. Number of 1099s issued	569	525	567	567

- *GOAL 7: Perform timely testing of tax updates applied to PeopleSoft HRMS system.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of updates tested	6	6	6	6

- *GOAL 8: Increase investments in local banks by offering Certificate of Deposit bids at least twice a year through our online bid process. Also ensure that the online bank contacts are updated yearly. Offer lower dollar denominations to ensure that smaller banks can participate in the bid process.*
- *GOAL 9: Review outstanding check reconciliation reports for City disbursement accounts on a monthly basis to ensure that older outstanding (over 6 months) accounts are investigated promptly and appropriate actions are taken.*
- *GOAL 10: Continue to coordinate the approval and implementation process for departments requesting online and point of sale revenue collections via credit and debit cards.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**FINANCE
-Information Technology**

<u>\$3,709,590</u> \$3,709,590	<u>\$3,989,230</u> \$3,989,230
-----------------------------------	-----------------------------------

<p style="text-align: center;">INFORMATION TECHNOLOGY</p> <p>approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), the City website and Geographical Information System (GIS). The Division also manages the fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's website, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS system. To help the IT Division plan more formally for innovation, the City has an E-Gov Executive Committee that includes representation from community members with significant expertise in the field.</p> <p>FY14 GOALS:</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Implement a formal IT strategic plan that will include a Citywide Governance Model.</i> ■ <i>GOAL 2: Contribute to the City and department leadership as a strategic advisor around technology.</i> ■ <i>GOAL 3: Establish clear operating principles for distributed responsibility and shared decision making.</i> ■ <i>GOAL 4: Develop a focus around innovative technology products and solutions across the City.</i> ■ <i>GOAL 5: Increase automation, reduce paperwork and streamline processes.</i> ■ <i>GOAL 6: Provide access to accurate, relevant, timely shared and secure data.</i> ■ <i>GOAL 7: Enable digital channels, social media, mobile apps and new technology for an effective means of communicating with citizens.</i> 	<p>\$4,491,330 \$4,491,330</p> <p>PURPOSE & OVERVIEW: The Information Technology Division (ITD) provides centralized technology services to</p>
---	--

- *GOAL 8: Consistently and successfully execute projects of varying complexity with departments.*
- *GOAL 9: Maintain the 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. As upgrades are made to the network, increase areas of redundancy and minimize single points of failure.*
- *GOAL 10: Provide citizens with greater access to government services through the web.*
- *GOAL 11: Provide access to accurate, relevant, timely shared and secure data and increase transparency of data via the web.*
- *GOAL 12: The GIS Division will create new web tools and pages related to the GIS program for public use on the City's GIS website; enhance existing maps on department pages; create mobile GIS applications to collect and maintain information in the GIS database; enhance the master address database and its staff tools; and create a public webpage for users to find information on city addresses.*
- *GOAL 13: Design and implement VoIP service for newly constructed municipal buildings and evaluate appropriate departments for continued VoIP roll out.*

**EMPLOYEE BENEFITS
-Summary**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$18,211,305	\$19,972,260		
\$3,516,600	\$3,256,775		
\$444,140	\$454,565		
<u>\$0</u>	<u>\$1,000,000</u>		
\$22,172,045	\$24,683,600		
		PENSIONS	\$24,188,400
		INSURANCE	\$3,536,995
		COLLECTIVE BARGAINING	\$3,061,805
		OTHER POST EMPLOYMENT	
		BENEFITS	<u>\$2,000,000</u>
			\$32,787,200

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 during the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers. The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to certain salary items that are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Employee Benefits Budget includes a \$2,000,000 contribution to the Other Post Employment Benefits (OPEB) Trust Fund as part of a planned strategy to address the unfunded liability. This is an increase of \$1,000,000 over the OPEB contribution made in FY13.

Figure 1: 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. The total health insurance budget for FY14 is 5.0% higher than the FY13 budget.

	FY10 Actual	FY11 Actual	FY12 Budget	FY12 Actual	FY13 Projected	FY14 Budget	Variance FY10-14
Blue Cross / Medex	37,092,040	40,725,050	48,278,843	41,799,163	41,016,413	47,846,538	10,754,498
Harvard Pilgrim	8,769,007	9,667,700	10,308,690	10,435,208	11,581,778	12,559,274	3,790,267
Tufts	4,774,673	5,025,218	6,323,080	5,168,957	8,161,441	7,750,329	2,975,656
TOTAL	50,635,720	55,417,968	64,910,613	57,403,328	60,759,632	68,156,141	17,520,421

Figure 2: Pension Cost Increase for FY14

The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY13 Projected and FY14 Budget. Due to adverse conditions, the unfunded liability increased from \$153.9 million as of January 1, 2010 to \$237.8 million as of January 1, 2012 and it will not be fully funded until 2029.

	FY13 Projected	FY14 Budget	Variance
City	20,665,290	21,907,970	1,242,680
Cambridge Health Alliance	5,603,515	5,931,321	327,806
Schools	3,517,782	3,723,573	205,791
Water	582,620	613,420	30,800
Cambridge Housing Authority	1,571,598	1,615,431	43,833
Cambridge Redevelopment Authority	22,091	23,461	1,370
TOTAL	31,962,896	33,815,176	1,852,280

Figure 3: Health and Pension Costs Allocated To Departments

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

	City Departments	Schools	Water	Employee Benefits	Total
Health Insurance					
Blue Cross / Medex	21,028,523	15,000,406	879,174	10,938,436	47,846,539
Harvard Pilgrim	5,519,793	3,937,468	230,775	2,871,239	12,559,275
Tufts	3,406,264	2,429,812	142,411	1,771,842	7,750,329
TOTAL	29,954,580	21,367,686	1,252,360	15,581,517	68,156,143
Pensions					
Contributory	19,982,415	3,723,573	613,420	7,856,876	32,176,284
Non-Contributory	-	-	-	1,350,000	1,350,000
TOTAL	19,982,415	3,723,573	613,420	9,206,876	33,526,284

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$15,791,685
Real Estate Taxes	\$10,291,685	
Payments In Lieu Of Taxes	\$5,500,000	
INTERGOVERNMENTAL REVENUE		\$7,795,515
State Cherry Sheet Revenue	\$1,814,195	
Reimb/ Non-Contrib Pensions	\$50,000	
Misc Receipts/TCHCN	\$5,931,320	
MISCELLANEOUS REVENUE		\$9,200,000
Claims Trust Fund Transfer	\$8,600,000	
Teacher Retirement Transfer	\$600,000	
TOTAL FY14 BUDGETED REVENUE		\$32,787,200

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$31,912,445
OTHER ORDINARY MAINTENANCE	\$844,755
TRAVEL & TRAINING	\$30,000
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$32,787,200

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**EMPLOYEE BENEFITS
-Pensions**

\$8,914,260	\$7,388,435		
\$503,185	\$1,000,000		
<u>\$8,793,860</u>	<u>\$11,583,825</u>		
\$18,211,305	\$19,972,260		
		RETIREMENT FUND	\$7,856,880
		NON-CONTRIBUTORY PENSIONS	\$1,000,000
		RETIREEES' HEALTH INSURANCE	<u>\$15,331,520</u>
			\$24,188,400

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 291 private and group retirement sessions, meetings and seminars.
- Processed 138 retirement applications, added 180 new members to the system, refunded contributions to 145 members, and counseled 28 disabled employees and surviving beneficiaries of deceased members.

Figure 4: 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 FY14 is \$32,176,284. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$1,615,431 and \$23,461, respectively, to cover the required appropriation of \$33,815,176.

	FY13 Projected	FY14 Budget	Variance
City	20,665,290	21,907,970	1,242,680
Cambridge Health Alliance	5,603,515	5,931,321	327,806
Schools	3,517,782	3,723,573	205,791
Water	582,620	613,420	30,800
Cambridge Housing Authority	1,571,598	1,615,431	43,833
Cambridge Redevelopment Authority	22,091	23,461	1,370
TOTAL	31,962,896	33,815,176	1,852,280

The assets of the Cambridge Retirement System, as of December 31, 2012, were reported at \$866,180,976.

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

RETIRES 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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**EMPLOYEE BENEFITS
-Insurance**

\$314,105	\$250,000	BLUE CROSS/SHIELD	\$250,000
\$700,000	\$0	HARVARD PILGRIM	\$0
\$1,773,875	\$2,182,455	MEDICARE	\$2,360,120
\$-9,625	\$0	MEDICARE PAYROLL TAX	\$100,000
\$378,750	\$391,820	LIFE INSURANCE	\$391,820
\$13,225	\$20,000	ACCIDENT INSURANCE	\$20,000
\$172,585	\$275,000	UNEMPLOYMENT COMP.	\$275,000
\$123,685	\$137,500	DISABILITY INSURANCE	\$140,055
\$50,000	\$0	TUFTS	\$0
<u>\$3,516,600</u>	<u>\$3,256,775</u>		<u>\$3,536,995</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 75-88% of the costs, with the remaining 12-25% paid by the employees.

MEDICARE: Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B. The Medicare cost has increased by 8.14% for FY14 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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**EMPLOYEE BENEFITS
-Collective Bargaining**

\$114,660	\$154,565
<u>\$329,480</u>	<u>\$300,000</u>
\$444,140	\$454,565

SALARY ADJUSTMENT
DENTAL PLAN

\$2,761,805
\$300,000
\$3,061,805

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: Components of this budget in FY14 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, costs relating to unsettled contracts and costs associated with the City's flexible spending program.

DENTAL PLAN: In the FY14 budget, an allocation of \$250,000 has been made to cover a portion of the costs of the dental plan for school employees and an additional \$50,000 has been set aside to cover certain dental costs for City employees not included in departmental budgets.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**EMPLOYEE BENEFITS
-Other Post Employment Benefits**

PURPOSE & OVERVIEW: An OPEB working committee was formed in 2006 and oversaw the completion of the City's first OPEB actuarial report as of December 31,

2006 that established the liabilities of the Post Employment Benefits in accordance with GASB Statements 43 and 45. This actuarial report is updated every two years.

In December 2009, based on the recommendation of the OPEB Working Group and the City Manager, the City Council established a irrevocable trust fund to accept OPEB funding contributions based on legislation enacted in January 2009. At the same time, the City Council approved the transfer of \$2.0 million from the City's Health Claims Trust Fund to the OPEB Trust Fund.

In FY13, the City made a contribution of \$1,000,000 to the Other Post Employment Benefit Trust Fund. A contribution of \$2,000,000 is included in the FY14 Budget. The OPEB working group will continue to provide recommendations for funding strategies for the OPEB liability.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**GENERAL SERVICES
-Summary**

\$263,905	\$265,000
\$125,060	\$241,495
<u>\$171,235</u>	<u>\$175,380</u>
\$560,200	\$681,875

TELEPHONE	\$301,820
MAILING	\$251,345
PRINTING	<u>\$179,530</u>
	\$732,695

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Telephone:

- Completed the installation of Voice Over Internet Protocol (VoIP) telephone system for the Electrical Department and the main phone line at DPW.
- Installed a VoIP telephone system in the newly renovated 5 Western Avenue Building (Old Police Station) for the Multi-Service Center and Community Learning Center, which have relocated from 19 Brookline Street.
- Installed a VoIP telephone system for the School Department's main switchboard and the maintenance division.

Print Shop:

- 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 and roundtable agendas; collective bargaining agreements; Fire Department monthly assignment calendars; abutter notices for Community Development projects; notification postcards for Personnel, Purchasing, Human Services and other Departments; invitations, date book calendars and forms for the Mayor's Summer Youth Employment Program; business cards, fliers, brochures, letterhead, labels and envelopes for City departments.

TELEPHONE

PURPOSE & OVERVIEW: The Telephone budget includes funds for telephone operating costs for all City departments. There are six City departments that budget for, and reimburse this budget for actual telephone usage. This Division continues to work with Verizon and other vendors to improve the quality of service and to maintain or reduce overall costs. In collaboration with ITD, the City has continued implementation of a Voice over Internet Protocol (VoIP) system. VoIP will allow departments to have the latest technology available and meet the demands for enhancements in the future. The new technology will allow the City to utilize its fiber network for voice and data and reduce the number of leased telephone lines in use, while allowing the integration of voice and data for the benefit of the public and employees.

FY14 GOALS:

- *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 Division, analyzes postage costs, forwarding postage costs by department to the Budget Office so that internal postage bills may be issued. Other functions are record-keeping of postage costs by department; loading and maintaining funds for postage; developing cost savings strategies and streamlining mail processing; and operation and maintenance of the postage equipment. The Mailing Division picks up the City Hall mail at the Clifton Merriman Post Office Building, sorts the mail to the interoffice mail boxes and delivers the mail each day to City departments located within City Hall.

FY14 GOALS:

- *GOAL 1: Ensure that internal and outgoing mail from City departments is processed in a timely manner.*
- *GOAL 2: Hold trainings, as required, with departments that have high volume mailings, on various procedures and strategies to achieve cost savings. Provide departments with training related to addressing of mail and education about Priority and Express mail products.*

PRINTING

PURPOSE & OVERVIEW: To provide for the City's printing needs, such as basic graphic and design services, letterhead, business cards, binding, creation of covers, collating, copying, printing, punching, folding, cutting and other services.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	1,600	1,560	1,500	1,480
2. Number of major documents printed and bound using fastback system	130	128	120	114
3. Number of business card orders printed	95	92	90	88
4. Number of pads, labels, envelopes and routine copy orders completed	990	988	935	920

- *GOAL 2: Working with the GreenSense Initiative and DPW's Recycling Division, continue to reuse and repurpose office paper that would otherwise be recycled to create scratch pads, crack-n-peel stock and index cards for City departments at no cost.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$633,870
Real Estate Taxes	\$633,870	
FINES & FORFEITS		\$4,000
Parking Fines	\$4,000	
INTERGOVERNMENTAL REVENUE		\$94,825
State Cherry Sheet Revenue	\$94,825	
TOTAL FY14 BUDGETED REVENUE		\$732,695

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$231,440
OTHER ORDINARY MAINTENANCE	\$501,255
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$732,695

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	3	2	2

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

ELECTION COMMISSION

\$197,340	\$173,085	POLICY AND ADMINISTRATION	\$195,860
\$510,985	\$556,820	OFFICE OPERATIONS	\$569,475
\$62,295	\$70,330	ANNUAL CENSUS	\$76,255
\$13,390	\$16,030	VOTER REGISTRATION	\$16,030
\$16,525	\$200,195	PRIMARY ELECTION	\$0
\$15,645	\$206,920	GENERAL ELECTION	\$0
\$116,090	\$0	MUNICIPAL ELECTION	\$155,945
\$97,190	\$0	PREPRESIDENTIAL ELECTION	\$0
<u>\$1,029,460</u>	<u>\$1,223,380</u>		<u>\$1,013,565</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.”

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted the 2012 State Primary and State/Presidential Elections. In anticipation of the large turnout for the Presidential Election, provided additional election workers, voting booths, forms and supplies to precincts. Both elections were conducted in a professional, efficient and fair manner. Significant attention was paid to improving the voter environment at polling places, particularly with regard to lighting, signage and accessibility. Utilized website to provide updated information to Cambridge residents on candidates, ballot questions, absentee ballot procedures and voter registration deadlines. Worked with the City's Public Information Officer and the IT Division to report election night results in a timely and effective manner. Voter turnout was 14.9% for the State Primary and 73.1% for the Presidential Election.
- Processed 13,465 voter registrations during the months of September and October. Processed 5,626 absentee ballots including 579 received by email, 1,568 over the counter and 74 by fax for the Presidential Election. Provided service to hundreds of individuals per day over the counter, by email and phone leading up to the Presidential 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. Hand-counted 895 UOCAVA ballots.
- Conducted voter registration sessions at the Hoops N' Health event, Fresh Pond Day, Mayfair, Cambridge Dance Party, Cambridge River Festival, Annual Pride Day, Danehy Park Family Day, local universities (Harvard, Lesley and MIT) and Cambridge Rindge Latin High School. Disseminated voter registration forms to several Cambridge locations.

- 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. Posted reports on the City website.
- Expanded the pool of election workers through a recruitment session. Further enhanced the Election Worker Training and PowerPoint presentation based on the ongoing evaluation and assessment of individual election worker's needs. Created a polling place simulation for hands-on training. Explored options to minimize potential Election Day difficulties and concerns. Adopted a reporting procedure to track activities on Election Day.
- 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 2012 elections, in order to provide more concise information on elected officials, candidates and where to vote.

FY14 GOALS:

- *GOAL 1: Conduct Annual City Census required by State law to maintain accurate voter lists and provide resident information to the Jury Commission, by contacting directly all Cambridge households, all multi-unit dwellings (with 9 or more units), local universities, nursing homes and the Cambridge Housing Authority; increase the household census rate of return through additional outreach methods; and increase the number of persons listed in the Street Listing Book through improved collection and data entry procedures. Distribute public information through media and City website.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Individual households contacted	45,647	46,547	48,402	48,402
2. Percent of households responded	60%	62%	63%	63%
3. Number of Multi-units contacted	460	477	477	477

Figure 1: Number of Residents Listed in Street Listing Book

2008	65,141
2009	66,840
2010	66,078
2011	68,062
2012	68,183

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of registered voters	62,394	62,000	63,400	64,000
2. Number of persons eligible to vote	74,135	74,135	74,135	74,135
3. Percentage of eligible persons who are registered	84%	86%	84%	86%
4. Community event and sidewalk session registrations	301	300	300	250
5. In-person, mail-in and RMV registrations	9,116	8,000	15,880	9,000
6. Census registrations	285	500	625	150

- GOAL 3:** *Increase voter turnout by utilizing strategies such as: placing pre-election signage at all polling places, major squares and other public locations, reminding voters of election dates and registration deadlines; providing election information on 22-CityView, CCTV, the City's website, the CityView newsletter and other local news sources; investigating and instituting strategies to reduce voter wait times during busy elections; utilizing the Election Commission website to provide visual and written information on election dates, polling locations, candidates, ballot questions and results.*

- **GOAL 4:** *Expand use of Election Commission website; notifying residents of voter registration requirements, election dates, polling place locations and absentee ballot procedures; providing online forms for absentee ballot applications and voter registration requests; publicizing election worker opportunities; posting unofficial election results on election night; posting campaign finance reports for School Committee candidates; maintaining links to Mass. Campaign and Political Finance site for City Council candidates; and maintaining electronic filing of Statements of Financial Interests.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Visits to Election website	157,700	160,000	180,000	150,000
2. Number of online voter registration requests	100	150	150	100
3. Web notices on AutoMARK marking machines	1	1	1	1
4. Web notices on Proportional Representation	1	1	1	1

- **GOAL 5:** *Work with Office of Secretary of the Commonwealth and residents to implement reforms in the Help America Vote Act (HAVA) by ensuring that all polling places meet the strictest standards of access for voters; continuing professional development and maintaining the highest of professional standards for election workers; expanding use of AutoMARK machines at polling places for persons with disabilities through education and training; continuing voter education and outreach.*

- GOAL 6:** *Conduct 2013 Municipal Election in an effective and cost-efficient manner, using precinct-based computerized optical scanning system; ensuring continued compliance with the Americans with Disabilities Act and HAVA; enhancing and strengthening poll worker training in handling provisional ballots, ejected ballots with over votes and blanks, AutoMARK machines and all election procedures through hands on training, visual aids, simulated election day activities and review of performance; producing voter education aids for polls; conducting an election coordination meeting including election related departments; working with IT, 22-CityView, CCTV and the Public Information Office to provide timely unofficial results on Election Night and educating residents about the Proportional Representation voting system for the Municipal Election.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Cost for Municipal Election	\$116,090	\$0.	\$0.	\$155,945
2. Cost for Prepresidential Election	\$97,190	\$0.	\$0.	\$0.
3. Cost for the State Primary Election	\$16,525	\$110,940	\$198,620	\$0.
4. Cost for the General Election	\$15,645	\$114,435	\$206,435	\$0.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$930,565
Real Estate Taxes	\$930,565	
CHARGES FOR SERVICES		\$750
Document Sales	\$750	
INTERGOVERNMENTAL REVENUE		\$82,250
State Cherry Sheet Revenue	\$82,250	
TOTAL FY14 BUDGETED REVENUE		\$1,013,565

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$817,040
OTHER ORDINARY MAINTENANCE	\$194,255
TRAVEL & TRAINING	\$2,270
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$1,013,565

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	8	8	8

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

PUBLIC CELEBRATIONS

\$475,490
 \$42,550
 \$200,000
 \$17,880
 \$60,000
 \$795,920

\$501,565
 \$43,620
 \$200,000
 \$0
 \$60,000
 \$805,185

CAMBRIDGE ARTS COUNCIL \$558,315
HOLIDAY CELEBRATIONS \$55,750
MULTICULTURAL ARTS CENTER \$200,000
CITY COUNCIL INAUGURAL \$17,880
COMMUNITY EVENTS \$60,000
\$891,945

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Engaged a second year of the Cambridge Creativity Commons (CCC), a shared space for students and teachers in the Cambridge Public Schools (CPS) designed to engage in exploration of imaginative ideas and the creation of interdisciplinary projects during in-school and out-of-school time. Created through a partnership between the Arts Council, Lesley University, CPS Visual & Performing Art Department, Cambridge Community Foundation and the Art Institute of Boston at Lesley University, CCC focuses on creative programming for students in grades 6 through 8 aligning with the Upper School initiative as part of the CPS Innovation Agenda. CCC will initiate and support teaching and learning about creativity within a shared collective space that offers cross-disciplinary intellectual and artistic exploration.
- Continued to expand marketing and communication efforts within the community and region for both print and digital communications. In addition to the production of a regular digital newsletter and frequent communications in support of local artists and performers, CAC also continued to refine the use of social media platforms such as Facebook and Twitter to expand interest in the Arts Council's diverse programs and to notify the community of arts-related events and services that are available to residents and visitors to Cambridge. Using a more integrated approach with regard to notifications about programming, it became possible to build and strengthen in-depth and long-term marketing relationships with new partners such as Art New England, Artscope Magazine, WGBH, Weekly DIG and the Boston Globe.

- Engaged a third year of interactive meetings of the CPS & University Arts Partnership committee, dedicated to working with the local university communities to develop opportunities for collaboration, resource-sharing and direct support for the Department of Visual and Performing Arts at CPS. Quarterly meetings with leaders from Harvard University, MIT, Lesley University, the Art Institute of Boston at Lesley University, Longy School of Music and the Cambridge Arts Council provided CPS Visual and Performing Arts staff with direct access to University officials to communicate needs and more fully understand the scope of arts programming and possibilities for more strategic, in-depth collaboration and partner support.
- Developed innovative programming for the CAC Gallery designed to engage audiences in the creation and presentation of public artwork. Featured exhibitions included *ROUND: Cambridge*. A site-specific sound art installation designed to engage the general public to respond and enjoy the city's public art collection through music and participant commentary using smartphone technology. Using Cambridge's impressive Public Art Collection and public spaces as a touch-point, citizens and visitors are able to participate by adding their thoughts, questions, and reflections to an ever-evolving composition encompassing the city. Additionally, the Arts Council hosted and helped to organize an exhibition entitled, *Al-Mutanabbi Street Starts Here*, a three-part exhibition of 261 artist books made by local and international artists from 24 countries and responding to the bombing of the cultural heart of Baghdad, Iraq. The exhibition and related events bear witness to the events on Al-Mutanabbi Street and collectively affirm the right to a free exchange of ideas and culture in public space.
- Coordinated the fifth year of Cambridge Open Studios (COS) in May 2013. COS is a citywide program featuring close to 200 artists and performers who open their studios in all neighborhoods of the city to exhibit their work and demonstrate the art-making process. In partnership with local artists, arts organizations, private property owners and managers, the Arts Council worked to combine and centralize resources as a way to increase opportunities and participation for a greater number of artists. Strategic promotional efforts aided in audience development as well as increased awareness of the City's public art collection and the unique character of the city's neighborhoods through outreach to local and regional audiences.
- With support from the Massachusetts Cultural Council and the City, the Arts Council has continued to distribute \$51,000 through the CAC Grant Program to fund arts programming and initiatives that have a direct benefit to Cambridge residents and the cultural life of the city. CAC awarded 38 grants to individual artists and cultural organizations in the areas of creating & presenting, education & access and field trip grants, the latter of which provides low-cost opportunities for Cambridge youth to attend professional artistic events in Cambridge and the greater-Boston area.
- Produced the 34th Cambridge River Festival (CRF), scheduled for Saturday, June 1, 2013, with a continued focus on in-depth community involvement. Community meetings and recruitment of local artists, vendors and volunteers resulted in opportunities for residents and visitors to experience staged music and performances, interactive art-making activities, roving performances and temporary public art

installations reflective of the diversity of the city. 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.

- Continued to expand the reach and activity of the Cambridge Poet Populist Program by providing professional and technical support to the City's third official Poet Populist, Toni "Bee" Brooks. Toni Bee worked with youth in Cambridge Public Schools, the Public Library, Cambridge Senior Centers and a variety of local arts organizations throughout the year and will host an interactive tent at the 34th Cambridge River Festival to celebrate Poetry and the city's rich literary history. Poet Populist goals for 2013 included continued oversight of the Cambridge Poetry Festival, serving as an official host for the National Poetry Slam, and supporting new and continued local and regional traditions such as "Louder Than a Bomb" Youth Poetry Slam, RiverSing, the Cambridge River Festival and Dance for World Community.
- Produced the 21st season of Summer in the City (SIC), a citywide performing arts series targeting youth audiences, primarily aged 4 to 11. SIC offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2012, 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, which 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 helped to build a dedicated and robust following for these events.
- Continued to organize the Public Art Youth Council (PAYC) educational initiative, which provides opportunities for teens throughout the city's 13 neighborhoods to serve as ambassadors for new and existing public art to their friends and families. Participants work under the guidance of the Arts Council's Public Art Program staff to develop projects and events that provide a greater level of knowledge and understanding of the role of public art in the community and the process through which it is created. PAYC reverses the more common process where adults develop programming for teen audiences, allowing the students to create initiatives and promote artworks in the city's award-winning collection to the wider community.
- 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, Together Festival, DIYDS National Youth Video & Film Festival, the Boston International Latino Film Festival, the Boston Palestine Film Festival and DocYard: Season 4, supporting documentary filmmakers throughout the region at the Brattle Theater. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, the Massachusetts Cultural Council, Cambridge Community Foundation, Artists' Foundation, the Boston Foundation, Mass Grantmakers in the Arts, the Boston Dance Alliance and MASSCreative to engage and educate leaders in the local arts community on

issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of applications	77	80	95	95
2. Number of grant awards	38	40	38	38
3. Number of people who benefit	50,000	50,000	50,000	50,000
4. Number of grant-writing workshops and community meetings	95	75	78	80

- *GOAL 2: Build community through art that is reflective of the City's diverse population while fostering participation of Cambridge artists, arts organizations, neighborhood groups and local businesses. Produce community-based artistic events that highlight visual arts, crafts, music, dance, literature, theatre, folk and traditional arts and develop increased audiences, collaborations and employment opportunities for artists.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Estimated audience at events	13,253	165,000	165,000	175,000
2. Number of artists presented	451	375	375	400
3. Number of arts organizations participating	88	70	70	80
4. Number of Summer in the City concerts produced for children and families	15	20	16	20
5. Number of artists participating Cambridge Open Studios	n/a	n/a	188	200
6. Number of events & community collaborations as part of Cambridge Open Studios	n/a	n/a	20	25

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
7. Foster and support educational forums and collaborations that educate residents on the arts	32	20	20	25
8. Number of community meetings to promote partnerships and advocacy	61	40	60	60

■ *GOAL 3: Advocate for Street Performers by implementing the City's Street Performer Ordinance and serve as a liaison among artists, businesses and residents to enliven public squares, parks and open spaces in the city with arts and performance.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Street Performer Permits issued	314	275	275	300
2. Number of monitor hours	540	700	700	700

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of capital projects completed	1	4	4	4
2. Total artworks in the City collection	189	197	193	197
3. Number of ongoing capital projects	9	5	12	8
4. Total number of artworks receiving consistent maintenance	93	100	100	100
5. Number of artworks restored by artist or external conservator	1	5	5	5
6. Number of artworks restored by Conservator of Public Art and trained art consultants	13	17	17	25

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of temporary art installations	2	2	2	2
2. Educational resources and materials created	11	20	20	20
3. Education workshops and programs	17	20	20	20
4. Meetings with community representatives	34	20	20	25
5. Number of public art dedications	1	4	4	2

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of artists exhibited	15	15	15	15
2. Number of exhibitions	5	5	5	5
3. Number of educational activities and events	25	25	25	25
4. Number of participants attending gallery-related exhibitions and events	4,500	4,750	4,750	5,000

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of press releases created	25	25	25	25
2. Number of press releases or other promotional announcements created for grant recipients and local arts and cultural organizations	69	50	50	50
3. Number of calendar submissions entered/maintained	229	185	185	200
4. Number of Web pages created	70	75	75	50
5. Number of Web pages maintained	130	170	170	150
6. Number of media hits received for Arts Council programs & services	250	250	250	250
7. Total number of marketing/collateral pieces created	63	60	60	65

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 FY14.

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

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$858,845
Real Estate Taxes	\$858,845	
LICENSES AND PERMITS		\$10,800
Street Performers License	\$10,800	
INTERGOVERNMENTAL REVENUE		\$22,300
Direct State Grant Revenue	\$5,800	
State Cherry Sheet Revenue	\$16,500	
TOTAL FY14 BUDGETED REVENUE		\$891,945

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$485,540
OTHER ORDINARY MAINTENANCE	\$405,280
TRAVEL & TRAINING	\$1,125
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$891,945

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	4	4	4

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

RESERVE

\$0
\$0

\$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 FY14, the City has allocated \$37,500 for this purpose.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$37,500
Real Estate Taxes	\$37,500	
TOTAL FY14 BUDGETED REVENUE		\$37,500

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$37,500
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$37,500

SUMMARY: PUBLIC SAFETY

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
\$293,575	\$305,325	Animal Commission	\$309,700
\$38,696,320	\$40,936,245	Fire Department	\$43,350,275
\$43,646,320	\$45,542,665	Police	\$47,186,015
\$9,969,155	\$10,199,385	Traffic Parking & Transportation	\$10,935,015
\$66,015	\$71,050	Police Review and Advisory Board	\$73,440
\$2,995,115	\$3,139,890	Inspectional Services	\$3,180,045
\$836,590	\$877,680	License Commission	\$1,030,970
\$129,630	\$134,875	Weights & Measures	\$138,540
\$2,628,115	\$2,730,030	Electrical	\$2,840,910
\$4,000,445	\$4,273,055	Emergency Communications	\$4,434,425
<u>\$103,261,280</u>	<u>\$108,210,200</u>		<u>\$113,479,335</u>

FINANCING PLAN	FY14 BUDGET
Taxes	\$86,494,735
Charges For Services	\$8,805,745
Licenses and Permits	\$9,000,100
Fines & Forfeits	\$7,834,860
Intergovernmental Revenue	\$1,136,395
Miscellaneous Revenue	\$207,500
	<u>\$113,479,335</u>

ANIMAL COMMISSION

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$125,455	\$123,980		
<u>\$168,120</u>	<u>\$181,345</u>		
<u>\$293,575</u>	<u>\$305,325</u>		

**ADMINISTRATION
ANIMAL CONTROL**

**\$129,250
\$180,450
\$309,700**

PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work toward making Cambridge a safe environment for people, domestic pets and other animals. Its mission is to provide responsive, efficient animal control services, to offer a high quality of animal care/rescue for domestic and wild animals and to promote responsible pet ownership. The Animal Commission is active with the Animal Control Officers Association of Massachusetts, the Massachusetts Society for the Prevention of Cruelty to Animals (M.S.P.C.A) and the Animal Rescue League, helping to change legislation to protect and help animals that have been abused, abandoned or forced to be kenneled for a long period of time during litigation. The efforts to support this mission include: enforcement of City regulations and state laws; education and rescue services for all animals; dissemination of information about low or no cost spay and neuter options; up to date information/suggestions to inform residents about wildlife in the city; and attend and speak at State House committee meetings regarding animal laws. Animal Control Officers have been visiting the existing dog parks and pilot program off leash areas to ensure that dog owners are acting responsibly and following the regulations for these areas.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Attended multi-department community meetings to develop guidelines, regulations and further locations for dog parks and shared use areas in the city.
- Continued monitoring pilot programs in Corcoran Park and Gold Star Mothers Park, to determine whether these areas should be utilized over the long term as shared space for off leash hours in the morning between 6:00 a.m. and 9:00 a.m.
- Circulated and distributed information for no cost and low cost spay/neuter, micro-chipping, nail trimming, rabies vaccinations, distemper vaccinations, and flea treatments.
- In conjunction with the Cambridge Police Department, Animal Control Officers attended several community meetings which involved discussions about neighborhood problems with animals, including meetings regarding Joan Lorenz Park.
- Through an active dog license campaign, the Animal Commission licensed over 3,200 dogs during the 2013 licensing period, which runs from April 1, 2012 to March 31, 2013.
- Established a partnership with Harvard Law School's Mediation Program. The program is designed to ease the burden of the Animal Commission and develop mediation skills, by resolving disputes regarding barking and/or nuisance dogs. This program is offered at no cost to the City.
- The Cambridge Animal Commission continued to participate with the State Department of Agricultural Resources, Massachusetts Society for the Protection of Cruelty to Animals and the Animal Rescue

League to submit testimony and speak in favor of legislation at the State House to revise and improve animal control laws in the Commonwealth. This action resulted in further regulating animal control laws under Massachusetts General Laws Chapter 140. This change passed into law in August of 2012 and became effective on October 31, 2012.

- Participated in a "License Day" at Fresh Pond Reservation, to increase awareness of Animal Control laws and make the licensing process available at the Reservation.
- Continued to coordinate and transport cats from the City of Cambridge to the M.S.P.C.A. and the Animal Rescue League for free neutering and spaying. After the surgery, the cats are transported back to their owners by Cambridge Animal Control.
- Spoke at local U.S. Post Offices to all letter carriers concerning "Prevention of Dog Bites" and reporting nuisance dogs in neighborhoods.
- Animal Control Officers participated in helping to train new Emergency Communication Dispatchers to respond to calls involving animals.
- Included a Cambridge Water Department brochure in the license application mailings to over 3,200 dog owners regarding maintaining a healthy habitat for our water supply, wildlife, people and dogs at Fresh Pond. This brochure included cyclists, dog owners, runners and other users of the reservoir.
- The Cambridge Animal Commission, along with the Emergency Management Department at the Cambridge Fire Department, attended regional Pet Sheltering meetings. These meetings are in response to the Pets Evacuation and Transportation Standard (PETS), passed by Congress in 2006. The meetings are facilitated by MBHSR (Metro Boston Homeland Security Region). The meetings will continue into FY14. The primary goal of this group is to assist Emergency Management with animal issues that might occur during an emergency or disaster. One beneficial result has been that Cambridge was selected as one of two locations to store a CAMET (Companion Animal Mobile Equipment Trailer). These trailers are equipped to meet the requirements of the PETS Act. The trailers will be shared with the other communities in the region including: Boston, Brookline, Chelsea, Everett, Quincy, Revere, Somerville and Winthrop. The second trailer is located in Quincy.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of dog licenses issued	3,104	3,000	3,200	3,300
2. Citations issued for failure to restrain, dispose, license, display license	174	120	120	120
3. Number of dogs picked up	50	40	50	50
4. Number of dogs impounded	14	10	10	10
5. Number of dogs returned to owner	46	45	46	48
6. Number of dogs and cats adopted	62	50	50	50

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of animals vaccinated	152	120	120	130
2. Number of clinics	1	1	1	1

- *GOAL 3: Respond to citizen concerns about cruelty to animals, barking dogs, loose dogs, dog waste, animal quarantines, injured animals, wildlife-related problems and feral/stray cat problems.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of calls/inquiries	2,794	2,600	2,700	2,700
2. Number of quarantine in-house inspections	145	120	140	140

- **GOAL 4:** *Continue to transport sick, injured or surrendered animals to the Massachusetts Society for the Prevention of Cruelty to Animals, for rescue or humane euthanasia.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	111	120	110	110

- **GOAL 5:** *If a disaster or emergency occurs, the City of Cambridge Emergency Management Department and the Animal Commission will have a complete evacuation plan that includes pets along with their owners. This goal would keep the City in compliance with the Pets Evacuation and Transportation Standards, an Act passed by Congress referred to as (PETS).*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of meetings, progress with protocol and resources	1	n/a	8	6

- **GOAL 6:** *Facilitate access and distribute information to provide low cost spay/neuter services to the residents of Cambridge, offered by the Animal Rescue League of Boston and the Massachusetts Society for the Prevention of Cruelty to Animals, to help reduce pet overpopulation. Spay, neuter and vaccinate all animals adopted through the Cambridge Animal Commission and the Helen K. Holland Fund. Provide transportation services to residents who need to get their animal(s) spayed/neutered but do not have access to any mode of transportation.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of referrals for animals (cats and dogs) to be spayed / neutered	38	40	30	30

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$274,600
Real Estate Taxes	\$274,600	
CHARGES FOR SERVICES		\$10,200
Water Usage Charge	\$10,000	
Animal Boarding	\$200	
LICENSES AND PERMITS		\$23,000
Animal License	\$23,000	
FINES & FORFEITS		\$1,400
Animal Fines	\$1,400	
MISCELLANEOUS REVENUE		\$500
Sale of Animals	\$500	
TOTAL FY14 BUDGETED REVENUE		\$309,700

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$295,045
OTHER ORDINARY MAINTENANCE	\$14,505
TRAVEL & TRAINING	\$150
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$309,700

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	3	3	3

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

FIRE DEPARTMENT

\$15,449,080	\$16,562,825		\$18,245,580
\$5,247,130	\$5,459,570	HEADQUARTERS	\$5,584,060
\$4,118,830	\$4,319,535	LAFAYETTE SQUARE	\$4,176,650
\$3,581,800	\$3,713,775	EAST CAMBRIDGE	\$3,455,545
\$2,167,085	\$2,317,925	PORTER SQUARE	\$2,395,540
\$2,108,975	\$2,140,325	INMAN SQUARE	\$2,693,850
\$4,104,285	\$4,443,955	RIVER STREET	\$4,766,760
\$1,919,135	\$1,978,335	SHERMAN STREET	\$2,032,290
\$38,696,320	\$40,936,245	LEXINGTON AVENUE	\$43,350,275

PURPOSE & OVERVIEW: The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of Cambridge residents from fires, natural and man-made disasters, and hazardous materials 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 services, heavy rescue services, 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 of protecting citizens against terrorist attacks. 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. Over 105,000 people reside in 6.2 square miles. 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 universities, 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, and Massport participate in Metrofire, providing mutual support as needed during major and routine emergencies throughout the metropolitan area. Additionally, the Cambridge Fire Department participates in regional, communications interoperability, security and grant committees. The Department 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 two Line Divisions and four Staff Divisions. Line companies, including Engines,

Ladders, Squads, Rescue and Division Chiefs; operate from eight fire houses strategically located throughout the city. Several Staff Divisions 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 other 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."

SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Fire Budget includes \$2,100,000 for the settlement of the bargaining unit's contract for FY13 and FY14 and \$71,000 to support the new radio maintenance contract.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Insurance Services Office (ISO), through its Public Protection Program, has continued to award the City of Cambridge Fire Department a Class 1 designation, the highest rating a fire department can receive. The Class 1 designation reflects the City's ability to contain and control fires. Of the more than 37,000 Fire Departments in the United States, only 62 are currently rated as Class 1 and Cambridge is the only department in Massachusetts so rated.
- Three new team members recently completed the 12-week Recruit Firefighter Training program at the Massachusetts Firefighting Academy. They graduated on December 21, 2012 and have been assigned to fire suppression companies. They are also certified to the Firefighter I/II certification level.
- The Department responded to and controlled several multiple alarm fires, as well as numerous working fires. One significant fire was a three alarm fire at 95 Columbia Street, a fast spreading fire in a three story wood frame dwelling. On November 13, 2012, there was a two alarm fire at 294 Columbia Street.
- Additional staffing and resources were deployed in preparation for Hurricane Sandy, which hit the greater Boston area on October 29, 2012. A natural disaster can require more manpower and equipment and we have to anticipate longer response times and more difficulty when members arrive at an incident. This required us to have the personnel and equipment available before the hurricane hit.
- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and Mount Auburn Hospital.
- On November 3, 2012, Cambridge Fire personnel, along with other public safety members from throughout the Boston UASI region, participated in Urban Shield 2012. This multi-discipline, multi-jurisdictional exercise allowed participants to test capabilities and equipment integral to various homeland security protocols.
- Continued Fire Company Technical Rescue training. This training has included Trench Rescue, Rope Rescue and Structural Collapse Rescue at training sites throughout the metro Cambridge/Boston area.
- Continued 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 multiple public safety disciplines.
- The Dive Rescue Team performed inspection and maintenance of submerged aeration system piping at Fresh Pond Reservoir for the Water Department. They also made repairs to an aerator pipe at the Stony Brook Reservoir. This operation continued for several days and saved the City the expense of hiring commercial divers.
- Marine 1, the fire/rescue boat, participated in Operation Urban Shield in November, 2012. This was a 24 hour multiagency exercise testing the ability of state and local law enforcement, and local fire/EMS to respond to incidents on board commercial ferry boats at sea. Fire Department personnel responded to a suspected hazmat, a grounded ferry with several injured passengers, and mock fire on a boat.
- On July 1, 2012, the Fire Department put a new 30 Foot fire/rescue boat into service. This new boat came equipped with Chemical Biological Radiological Nuclear Explosive (CBRNE) monitoring equipment built in, a high volume fire pump system, side imaging sonar and night vision capability for search and rescue, and a climate controlled patient treatment area. The boat, funded through a port security grant, was built by Viking Welding in Kensington, NH and is capable of responding in all weather conditions.
- The Department participated in the 2012 Urban Shield Maritime Exercise. The purpose of this multi-agency, multi-discipline drill, under the auspices of the Department of Homeland Security (DHS), was to verify the effectiveness of the equipment and training provided by DHS Grants to effect response to various emergencies on or around maritime vessels.
- A 2012 Ford F-350 van replaced the apparatus of Squad No. 4 in Porter Square. Squad No. 4 is a tactical paramedic unit, providing advanced emergency medical care as well as fire suppression, technical rescue, hazardous materials protection and homeland defense to the community. The former Squad No. 4 apparatus will be used as a spare piece of apparatus and can be placed in service for special events.
- In December 2012, work commenced on renovations to the Inman Square Fire Station, originally built in 1913. The project consists of new bathroom facilities on the second floor as well repairs to the main staircase.

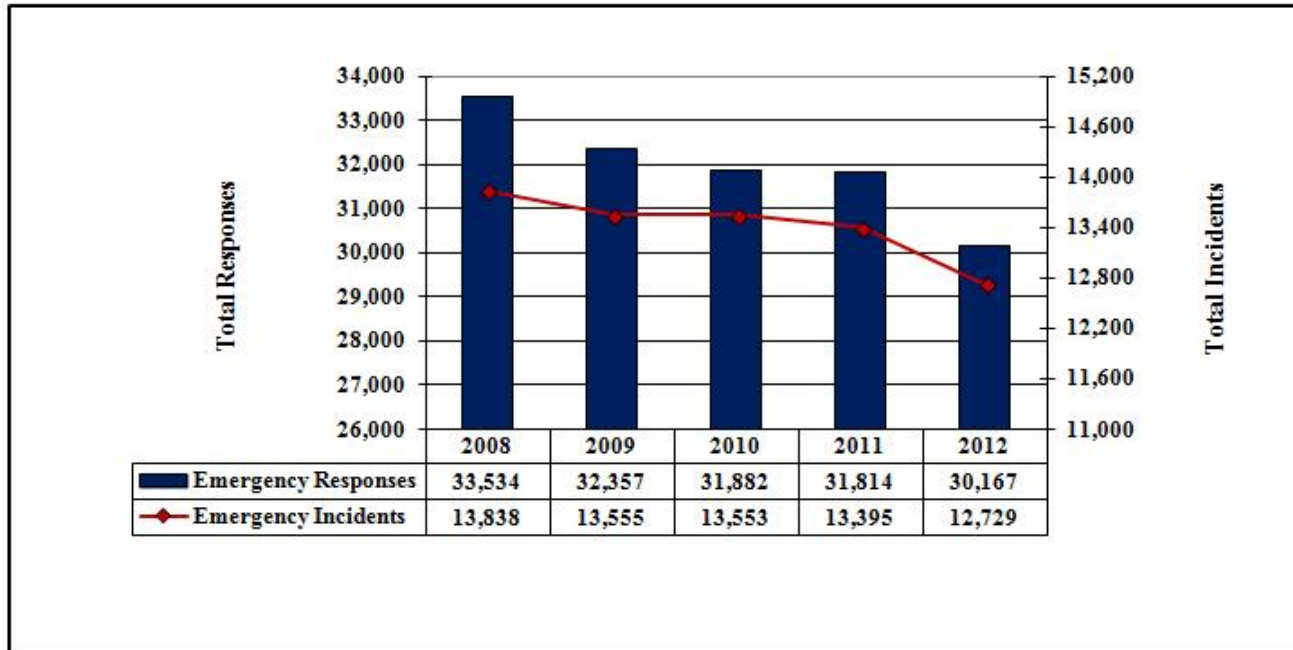
FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$42,392,525
Real Estate Taxes	\$42,392,525	
CHARGES FOR SERVICES		\$821,750
Photocopy/Reproduction	\$750	
Smoke Detectors	\$51,000	
Rescue Unit Fees	\$720,000	
Fire Detail Surcharge	\$50,000	
LICENSES AND PERMITS		\$105,000
Fire Permits	\$105,000	
FINES & FORFEITS		\$4,000
False Alarm Ordinance Fee	\$4,000	
MISCELLANEOUS REVENUE		\$27,000
Overtime Reimbursement	\$15,000	
Misc Reimbursement	\$12,000	
TOTAL FY14 BUDGETED REVENUE		\$43,350,275

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$41,477,815
OTHER ORDINARY MAINTENANCE	\$1,182,960
TRAVEL & TRAINING	\$579,500
EXTRAORDINARY EXPENDITURES	\$110,000
TOTAL FY14 BUDGETED EXPENDITURES	\$43,350,275

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	285	285	285

Figure 1: Historical Emergency Incidents and Responses

The figure below demonstrates the high level of readiness and comprehensive response of the Cambridge Fire Department. Despite the density of the city, complexity of related incidents, traffic conditions and simultaneous incidents, the average response time in the City of Cambridge was 4.68 minutes in 2012. 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.



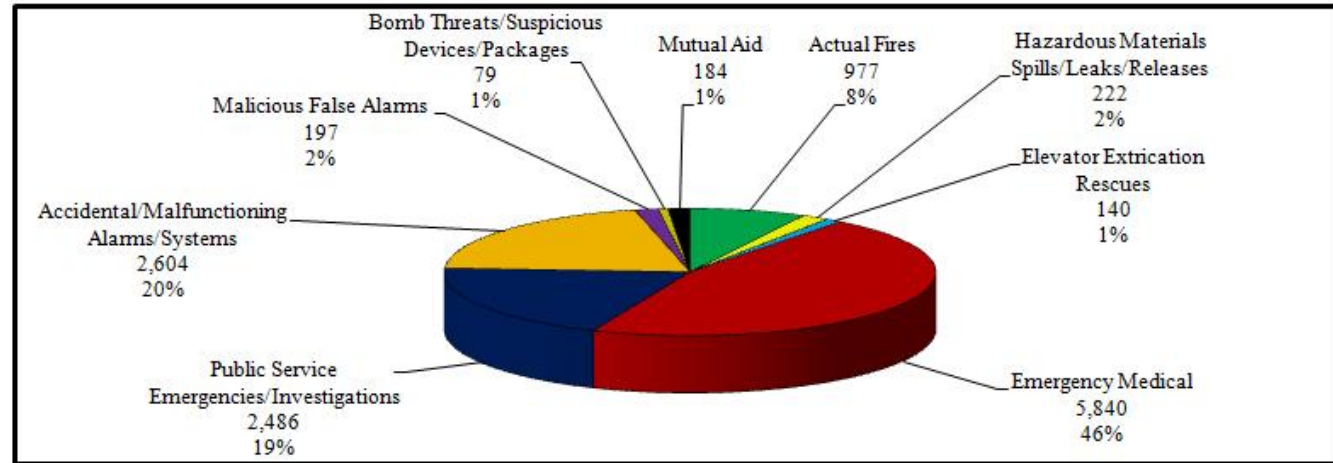
Legend

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: 2012 Emergency Incidents by Category

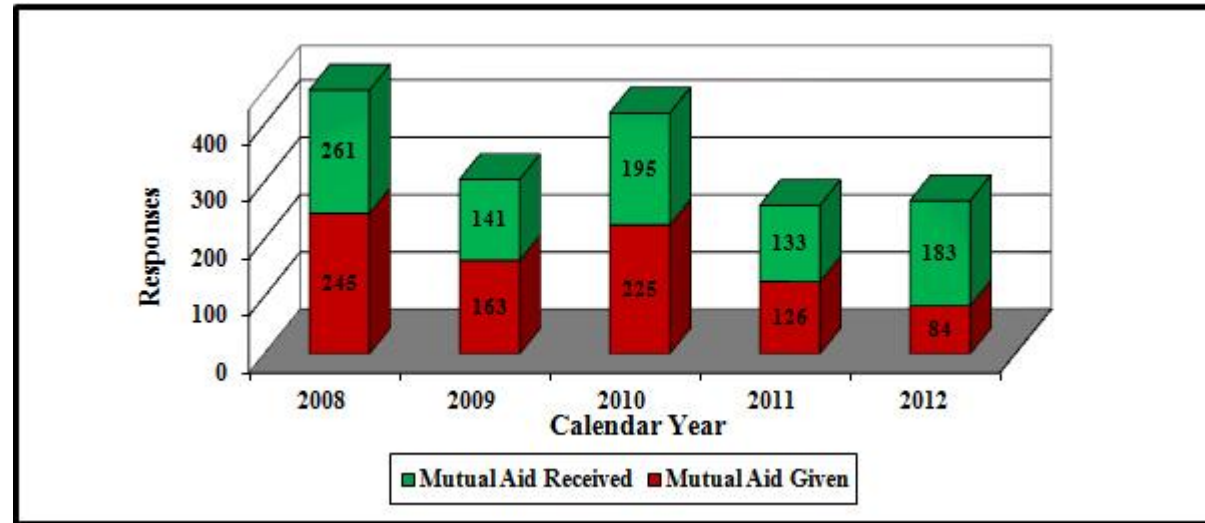
The figure below shows the breakdown by category of the 12,729 total emergency incidents that occurred in the City of Cambridge. As shown in Figure 1, these incidents had 30,167 corresponding responses, which are defined by the number of units that respond to an individual incident.



Incident Category Descriptions	# of Incidents
Actual Fires include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.	977
Hazardous Materials Spills/Leaks/Releases include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.	222
Elevator Extrication Rescues	140
Emergency Medical incidents include both life-threatening and non-life threatening incidents.	5,840
Public Service Emergencies/Investigations include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.	2,486
Bomb Threats/Suspicious Devices/Packages include calls for "bombs" as well as the investigations of unattended packages left both accidentally and maliciously. In this age of terrorism and security consciousness, the multi-tasking Police and Fire Departments, working with the CPD Explosive Ordnance Device Unit, examine suspicious packages and render them safe if necessary.	79
Accidental/Malfunctioning Alarms/Systems	2,604
Malicious False Alarms	197
Mutual Aid	184
TOTAL	12,729

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 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, modern fire suppression duties include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials, and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities. Throughout the year, firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression members perform fire prevention and safety field inspections and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, apparatus and equipment testing and maintenance are performed by suppression units. During winter months, the

local fire companies clear snow and ice from hydrants in their respective neighborhoods.

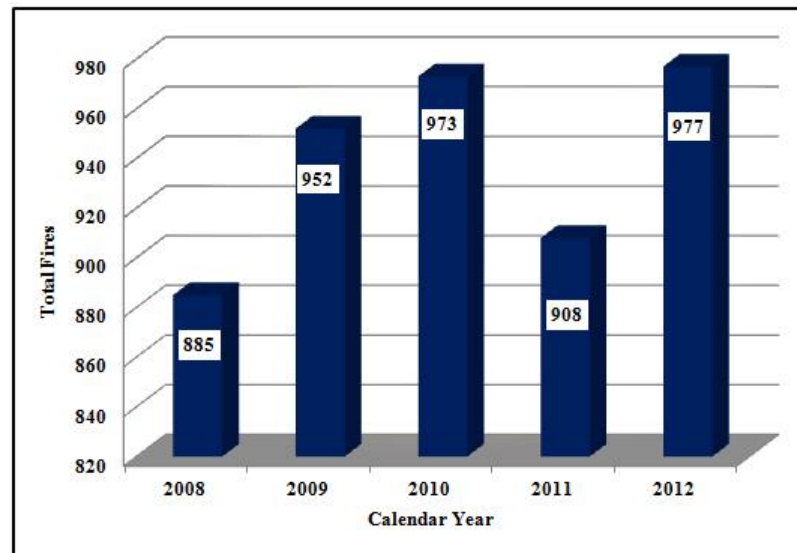
FY14 GOALS:

- **GOAL 1:** *Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss consistent with ISO standards. Continue to achieve a four-minute response time for the first arriving Fire Department unit 95% of the time, and an eight-minute response for the entire first alarm assignment 90% of the time.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. First response to fire emergency within four to eight minutes	95%	95%	95%	95%

Figure 4: Historical Fires in Cambridge

The figure below shows a 5-year comparison of the number of fires in Cambridge, with 977 total fires occurring in 2012. The complexity, intricacy and high hazard, high-value nature of buildings protected by the Cambridge Fire Department require the use of life-safety search ropes while making entry and operating in heavy fire conditions while breathing from Self Contained Breathing Apparatus in zero visibility. Several structure fires were battled and controlled during the year, which included both residential and commercial occupancies. The rapid coordinated response of a well-trained Fire Department is essential in preventing the spread of fire, especially in a densely built city such as Cambridge.



A few of the notable fires include a fire in a large home at 138 Irving Street on a hot and humid July 17 morning. Quick work by fire personnel in difficult conditions minimized damage.

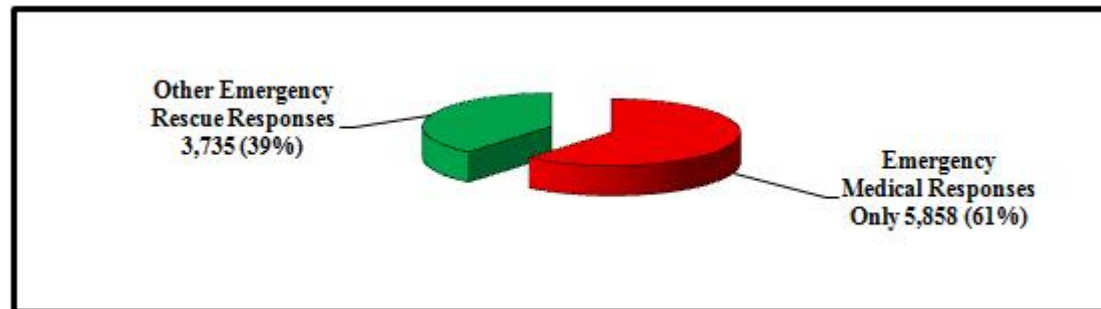
In the early morning hours of August 23, 2012, three alarms were sounded for a fire in a large, three-story wood frame occupied dwelling at 95 Columbia Street. At one point, the roof collapsed trapping three firefighters, who were eventually moved to safety.

- **GOAL 2:** *Deliver emergency medical services (EMS) in a professional and timely manner.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Respond to requests for emergency medical services within four to six minutes, 90% of the time	90%	95%	95%	95%

Figure 5: Calendar Year 2012 Fire Paramedic Unit Responses

Cambridge Fire Paramedic Units responded to 9,593 emergency incidents in 2012. Fire Department Paramedic Units include Engine Company # 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. The availability of four Fire Department Paramedic Units enhances the Emergency Medical Services (EMS) coverage throughout the city and complements the Department's role with its UASI technical rescue partners. Some Cambridge Fire Medics are trained as tactical paramedics. These members can operate at technical rescue emergencies such as chemical, biological, radiation, nuclear and gas emergencies, confined space, hi-angle, structural collapse and fire. Several Fire Department firefighter/paramedics are trained and are embedded with the Cambridge Police Department Special Response Team (SRT).



Legend
Emergency Medical Responses Only are the responses to incidents that range from a life-threatening cardiac situation or difficulty breathing to the non-life threatening but serious injury bone fracture or fallen victim.
Other Emergency Responses are responses to incidents that are characterized as fires, natural gas leaks, motor vehicle accidents, construction equipment accidents, elevator entrapments and water rescues.

- **GOAL 3:** *Maintain equipment in a state of readiness to handle emergency operations.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of active hydrants tested	1,783	1,840	1,800	1,800
2. Percentage of active hydrants tested annually	100%	100%	100%	100%
3. Test 100% of fire hoses (in feet)	31,000	31,000	31,000	31,000
4. Number of annual service tests on pumping engines	10	10	10	10

FIRE PREVENTION

PURPOSE & OVERVIEW: The Bureau of Fire Prevention is responsible for providing fire and life safety protection to the public by ensuring fire code compliance and enforcement of the Massachusetts Fire Prevention Laws and Regulations, Building Codes related to Fire Protection and City Ordinances related to Fire Protection and Prevention.

Four major functions of the Bureau are 1) to review engineered building plans for all life safety systems, 2) to perform inspections and witness testing of any installation, alteration, modification or repair to any fire alarm, sprinkler or suppression system, 3) to investigate and mitigate complaints received from the public, other City agencies and the fire suppression forces that involve fire hazard and life safety code violations, and 4) to investigate for the cause and origin of all fires. Additional responsibilities include:

- Issuance of permits as mandated by Massachusetts General Laws Chapter 148 for Fire Prevention; Massachusetts State Fire Code (527 CMR); and Massachusetts State Building Code (780 CMR); administering the state mandated inspection program conducted by fire suppression personnel for public and private schools, hospitals, hotels, clinics, day care centers, theaters and nursing homes; administering the residential smoke detector and carbon monoxide compliance laws and supervising the smoke detector/carbon monoxide inspection program conducted by fire suppression personnel; conducting inspections for Occupancy Certificates; conducting inspections as required by the City of Cambridge License Commission; administering the Fire Detail program as required for public safety; administering and performing inspections mandated by state fuel storage tank regulations; administering the annual flammable storage permits; performing inspections of restaurants and nightclubs as part of the City Manager's License Task Force; and providing the necessary resources required for public events.
- The Bureau is also charged with the oversight for the recently created crowd manager regulations

(527CMR 10.13). These regulations are in place as a result of the Station Nightclub fire in Rhode Island, in 2003.

The Bureau of Fire Prevention reports to the Assistant Chief of the Department for Administrative Services. The Division is staffed with one Deputy Chief, two Fire Captains and two Fire Lieutenants.

FY14 GOALS:

- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters	1,088	800	950	950
2. License Commission compliance inspections	295	350	300	300
3. License Commission Task Force inspections	199	200	200	200
4. Complaint investigations	90	90	100	100
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,097	1,100	1,100	1,100

- *GOAL 2: Issue assorted permits.*

Table 1: Permits Issued

Type of Permit	FY10 Actual	FY11 Actual	FY12 Actual
Annual storage of flammable liquids and gases, number of permits	472	489	516
Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	534	748	884
Cutting/welding permits	276	416	432
Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	153	132	198
Storage tank compliance permits including installation, removal and safe operation	79	83	96

- *GOAL 3: Conduct Fire Protection Plan reviews and assessments.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Major projects and developments	21	20	20	20
2. Renovations and improvements	303	330	300	300

TRAINING DIVISION

PURPOSE & OVERVIEW: The Training Division's main mission is to keep all firefighters and officers as knowledgeable, skillful and capable in their performance of numerous firefighting job responsibilities as possible. These tasks must be completed efficiently and safely, sometimes under very difficult conditions. Knowledge and skills allow Department members to provide Cambridge residents and visitors to our city with a very high standard of care. The Training Division must assess and evaluate which of these numerous job tasks need to be incorporated into the training schedule for the current year.

As municipal workers, basic review of ethics laws, prevention of sexual harassment and diversity in the workplace are some of the topics reviewed annually. Department rules and regulations must be covered with all officers so they may ensure that their crew members act in accordance with Department standards.

The Training Division places a high priority on annual Emergency Medical Training. This is an area where delivery of services to the public continuously changes. Continual, regular training in cardio cerebral resuscitation, cardio pulmonary resuscitation, use of semi-automated external defibrillators and patient assessment are part of the Training Division's schedule every year, as these are among the most important medical skills Department members are called upon to use on a daily basis. Numerous other medical training classes are taught throughout the year to both the Paramedic and Emergency Medical Technician levels.

All Massachusetts firefighters are trained to the Hazardous Materials Operations Response level while attending the Massachusetts Firefighting Academy. The Training Division ensures that all members are capable of performing to this level of Hazardous Materials response proficiency or higher. This training falls in a high risk/low probability area. Training is the key to this type of response. The immediate actions of the first responding companies are extremely critical to the safe and efficient remediation of a Hazardous Materials incident. Due to the prominence of biotechnology and life sciences as well as educational research, training is also conducted at the next highest standard of Hazardous Materials Response (Technician) with the Department's Hazardous Materials Task Force.

Assessments of firefighting skills lead to 15 to 20 firefighting classes delivered by the Training Division to Department members per year. Most of these topics come directly from the Jones and Bartlett "Fundamentals of Firefighter Skills" text, which is kept at each fire company's quarters for review. Other firefighting classes may be driven by current issues that arise such as solar panels or unique buildings being erected in the community. This coming year, the following topics will be covered: use of firefighting foams on flex-fuels, drafting and pump operations, use of fire streams, ladder company placement and operations and training for rapid intervention teams. An apparatus driver training program was recently implemented and will become a standard for Department members.

The Department continues to conduct joint training with the Cambridge Police Department on multiple topics including the incident command system, explosives and radiological situations. Training sessions with both hospitals in Cambridge are also conducted every year. Training with the Metro/Boston Urban Area Security Initiative response group for large scale incidents includes many Special Operations responses, such as hazmat, trench rescue, confined space rescue and structural collapse rescue.

Training is an important part of each and every day at the Cambridge Fire Department. Department members come to work expecting to train and learn during each tour of duty. Every Company Officer and Acting Officer knows the importance of continuously striving to make their crews better. The fire service is a dangerous career, and every member of the Cambridge Fire Department understands the significance that training holds for their own safety and for that of the public we serve.

FY14 GOALS:

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Cumulative number of training hours	70,333	78,000	70,000	75,000
2. Number of training hours per uniformed personnel	271	300	265	283
3. Number of training bulletins issued	29	30	30	30

EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

PURPOSE & OVERVIEW: In compliance with the Superfund Amendment and Reauthorization Act (SARA-Title III), the City of Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of a handful of fully certified LEPCs in Massachusetts. In March 2010, the LEPC Office was renamed the Office of Emergency Preparedness and Coordination (EPAC). The Cambridge Office of Emergency Management is now located within the Cambridge Fire Department in the EPAC Office. The transfer of responsibilities to the Cambridge Fire Department has allowed the Emergency Management functions of the City to be integrated more effectively with other public safety agencies. By placing the Emergency Management function within the Cambridge Fire Department, a more defined and focused approach has been developed, enabling public safety first responders, along with corporate and institutional entities, to work alongside one another to prepare the city for future potential incidents. The ongoing training and preparation exercises that occur across various disciplines within the City enhance overall capacity to plan for, respond to and effectively manage emergency incidents that may occur.

The EPAC Office performs many functions integral to successful emergency planning and response objectives. As noted, the EPAC Office performs the following functions: coordinates the Cambridge LEPC; collects all mandated Tier II Submittals; coordinates the operation of the Emergency Operations Center (EOC); 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; works closely with other agencies such as Massachusetts Department of Environmental Protection, the EPA, OSHA and the DFS regarding compliance issues; assists in developing plans for the evacuation and sheltering of people and animals; serves as the safety officer for household hazardous waste collection days by the Department of Public Works, works closely with the Environmental Health &

Safety staff of numerous facilities in the city to ensure compliance with assorted regulations; and oversees the Student Awareness of Fire Education (SAFE) program. The role of 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 continues to encourage greater participation in the Corporate Emergency Access System (CEAS) program, which ensures an effective and timely response to, and recovery from, major incidents by corporate and institutional entities within the city. It is the responsibility of the city, in particular the LEPC Coordinator to have emergency responders and the community as a whole prepared for incidents of an intended or unintended nature.

FY14 GOALS:

- *GOAL 1: Conduct hazardous material awareness and operational training for all City personnel who act in a supportive role during a hazmat incident. Conduct annual hazmat Exercise at the Emergency Operations Center.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of personnel trained	198	275	275	275
2. Number of hazmat exercises held	11	6	6	6

- *GOAL 2: Conduct fire safety programs for schools, industry, the elderly and as requested.*

Table 2: Fire Safety Programs

Programs	FY10 Actual	FY11 Actual	FY12 Actual
Number of fire safety programs held	108	351	254
Elderly housing residents attending fire safety programs	132	84	24
School students attending fire safety programs	1,915	2,660	3,002
Industry personnel attending fire safety programs	630	382	447
Total number of individuals attending all classes	2,677	3,126	3,473

- *GOAL 3: Continue planning for the disaster related needs of special needs facilities by arranging a site visit by a member of the Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers and healthcare facilities.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of site visits	19	35	27	30

- *GOAL 4: Provide support to the Cambridge Auxiliary Fire Department (CAFD), including equipment, vehicles and training. Members of the CAFD respond to all multiple alarm fires and most working fires in Cambridge. They also respond to major fires in surrounding communities and respond to other incidents upon request of other departments, including the Police, Inspectional Services and Water Departments.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of members of CAFD	9	12	10	10
2. Number of training sessions	51	48	48	48

TECHNICAL SERVICES

PURPOSE & OVERVIEW:

The Technical Services Division (TSD) is made up of multiple departments that share in the day-to-day maintenance and purchase of all of the apparatus and various equipment that is used by the members of the Cambridge Fire Department on a daily basis.

The TSD is responsible for the maintenance and operations of eight firehouses. This includes all of the building systems as well as the buildings' exterior.

The TSD is responsible for procurement, maintenance and calibration of the various sampling devices and meters used by the Fire Department's Hazardous Materials Team. The Cambridge Fire Department is one of three Hazardous Materials Teams in the Commonwealth.

The Motor Squad works under the direction of TSD. The Motor Squad provides repair and regular maintenance for the Department's vehicles, which range from the fire apparatus (Engines, Ladders and Rescue), small trucks (Squads and Divisions), sedans and multiple marine units. TSD also prepares specifications for the renovation of existing apparatus as well as specifications for new apparatus purchased by the Fire Department.

The Radio/Information Technology (IT) Unit works under the direction of TSD. They provide IT services to Fire Department members, including daily assistance with Computer Aided Dispatch (CAD) incident reporting, scheduling software, email and other applications as well as providing repairs and upgrades to hardware as required. They also provide support services to all City departments for two-way radios and cellular voice and data. The Unit works as part of the City's Public Safety IT Team, which is made up of IT employees from Police, Fire and Emergency Communications.

Technical Services Division is currently coordinating and managing the upgrade and replacement of the City's Motorola trunked radio system. This includes replacing all infrastructure, portables and mobiles.

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$2,233,140	\$1,996,240		
\$27,974,360	\$29,689,685		
<u>\$13,438,820</u>	<u>\$13,856,740</u>		
\$43,646,320	\$45,542,665		

**LEADERSHIP
OPERATIONS DIVISION
SUPPORT SERVICES**

**\$2,201,190
\$31,263,610
\$13,721,215
\$47,186,015**

PURPOSE & OVERVIEW: The Cambridge Police Department is committed to providing residents of Cambridge with the highest level of professional law enforcement services. The Department provides a high level of service while respecting the constitutional rights of every person living in or visiting the city. The strength of our organization lies in our philosophy and method of operation, which combines the effectiveness and efficiencies of community and problem oriented policing. Developing partnerships with the community and City agencies enhances public safety and builds a stronger and safer community.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Department reported another historic drop in crime across the city. Serious crimes recorded in Cambridge during 2012 represented the lowest total of index crimes reported to the Federal Bureau of Investigations (FBI) since Congress enacted the Omnibus Crime Control Act in 1968. For the complete 2012 Cambridge Annual Crime Report, please visit www.CambridgePolice.org.
- The Department, in partnership with the Cambridge Public Health Department, the Department of Human Services, Cambridge Public Schools and the Cambridge Peace Commission, has formed the Cambridge Community Response Network (CCRN). The CCRN is a comprehensive city-wide outreach and response team that embraces a collaborative approach to help members of the community cope with traumatic, violent events. The goal of CCRN is to develop and implement a sustainable model of intervention which addresses psychological trauma at the community level.
- In partnership with the Middlesex Sheriff’s SafetyNet, the Department introduced new technology designed to help rescue people with cognitive conditions (including autism, Alzheimer’s and other conditions) who potentially are at increased risk to wander and become lost. The SafetyNet service provides public safety agencies with tools and training to more effectively find and rescue these individuals, and help caregivers by providing an added layer of support for loved ones suffering from the life-threatening behavior of wandering. Twenty members of the Middlesex Sheriff’s Office have been trained to operate search and rescue receivers that detect the radio frequencies emitted by a SafetyNet bracelet worn by those enrolled in the service. This alliance gives the Department a valuable tool, and supplements traditional search and rescue procedures. To find out more information about this service, please visit our website at www.CambridgePolice.org.

- The Department has continued its proactive approach to support both diversity and sensitivity awareness. It is committed to providing the highest level of training to our officers, especially pertaining to race, ethnic backgrounds, gender, sexual orientation and identification. The entire Department participated in a video training sponsored by the Massachusetts Transgender Political Coalition, entitled "Everyone Matters: Dignity and Safety for Transgender People." The Department was awarded a grant in the amount of \$2,000 from the Community Health Network Area (CHNA), in recognition of the Department's strong mental health support services led through the Community Services Unit.
- The Police Department continued to actively pursue grant opportunities which promote innovation, collaboration and additional resources for the community. The Department was awarded continuation funding, in the amount of \$285,000, by the Department of Justice, Office of Victim Witness (OVW) to support the High Risk Assessment Team. This initiative continued to provide a unique opportunity to work with the Arlington and Belmont Police Departments, the Middlesex District Attorney, Riverside (formerly the Guidance Center, Inc.), a private, nonprofit victim services agency, and numerous other partners. These agencies have joined forces to create the Cambridge/Arlington/Belmont High-Risk Assessment and Response Team (CABHART) (hereafter referred to as the "Team"). The Team's objective is to provide a coordinated, multi-disciplinary, community-based approach to identification, assessment and intervention in domestic violence cases that pose the highest risk of lethality. The overarching goal of the Team is to prevent domestic violence-related homicides in the tri-community area. The Team continues to coordinate the review and responses to domestic violence cases in the three communities and follow-up with services to victims at highest risk. Through the use of assessment tools, practitioners analyze certain risk factors associated with increased risk of homicides in violent relationships. This assessment tool has enabled women to better understand the potential for danger and the level of their risk. Cases identified as high risk will also be better tracked in order to hold offenders accountable and enable effective implementation of law enforcement policies.
- The Cambridge Police Department and the Crime Analysis Unit was recently recognized by the International Association of Crime Analysts (IACA) and awarded first place in the statistical report category for the 2011 Cambridge Police Department Annual Crime Report. This award was presented during the International Association of Crime Analysts 2012 Annual Training Conference in September 2012. The conference was attended by 370 attendees from 34 states and various countries including Hong Kong, Netherlands, South Korea, Trinidad & Tobago and the United Kingdom.
- The Department was awarded a grant in the amount of \$16,000 from the Governor's Highway Safety Bureau to conduct mobilizations around "Click It or Ticket It," "You Drink & Drive. You Lose" and "Drunk Driving. Over the Limit. Under Arrest." These campaigns are intended to promote public safety and ensure seatbelts are worn. The Department continued to focus enforcement toward high incident accident locations, traffic regulations and quality of life issues to ensure safety of pedestrians, bicyclists and motorists while traveling in Cambridge. The Operations Division performed directed patrol assignments which were supported by this funding. In addition, the Department received \$35,000 from the U.S. Department of Justice, Bureau of Justice Assistance (BJA) to purchase bulletproof vests for all police officers.

FY14 DEPARTMENT CHALLENGES:

- **Mental Health:** The issue of mental health has never been more prevalent, especially given the number of horrific tragedies over the past several months. As a Department, we recognize the importance of proactively building and maintaining a strong mental health model with continued training and outreach, and not just focusing on mental health as a priority after tragedy strikes.
- **Recruitment:** The Department has always had a strong commitment to better reflect the great community we serve. However, lingering cultural biases and careers that compete with law enforcement create challenges in recruiting a diverse pool of candidates. Faced with this challenge, the Department works hard to expand recruitment efforts, to attract strategic thinkers with problem-solving skills, understanding that women and men of diverse backgrounds can only strengthen the Department's resources and better support the community we serve. Visit our website at www.CambridgePolice.org to view our recruitment video, reflecting current officer's experiences working in the community.
- **Cyber Crimes:** Technology advancements led to increasing schemes during FY13. The Department maintains the highest level of training to investigate high-tech crimes, including cyber-based terrorism, major cyber fraud and computer intrusions. Dedicated IT specialists and investigators combine criminal and cyber resources to stay ahead of current and emerging trends, share information and intelligence to root out the many types of perpetrators, and identify and stop crime groups in their early stages.
- **Marijuana Enforcement:** In 2008, a law passed that established a civil fine for those caught with an ounce or less of marijuana, replacing what had once been a criminal offense. This deprived police officers of a means to compel people caught with marijuana to show identification. The law also did not provide consequences for nonpayment of fines. The Department has identified a growing misconception among youth that marijuana is now legal, not realizing the potentially serious repercussions and penalties they could face. Additionally, the recent legalization of marijuana for medical use has raised concerns that could result in further exploitation, leading to more drug addiction and crime. Despite these challenges, the Department remains diligent and places a high priority on enforcement while maintaining the position that all residents share the responsibility for taking a stand against illegal drugs for protection of the community.

2012 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crimes reported to police. The offenses included are the violent crimes of murder, rape, robbery and aggravated assault, as well as the property crimes of burglary, larceny and auto theft. The Crime Index was developed by the FBI's Uniform Crime Reporting program with the purpose of standardizing the way in which law enforcement agencies report crime statistics.

Table 1: Crime Index

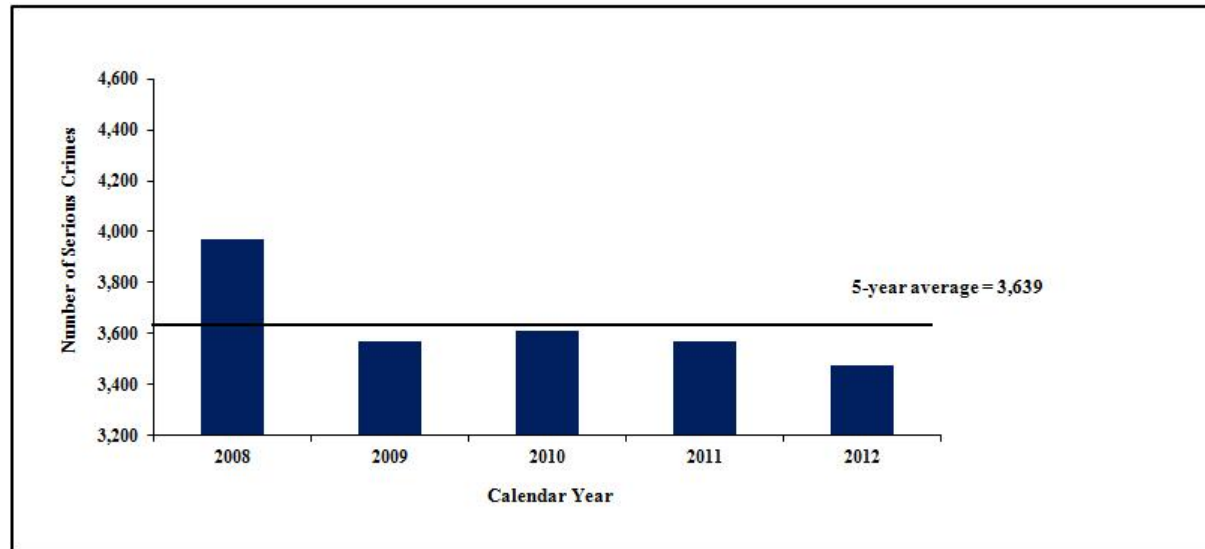
The table below identifies selected offenses, comparing the 2011 to 2012 Crime Index.

Crime	2011 Jan.-Dec.	2012 Jan.-Dec.	Percentage Change
Murder	5	1	-80%
Rape	23	23	0%
Robbery	147	128	-13%
Commercial	34	16	-53%
Street	113	112	-1%
Aggravated Assault	261	262	0%
Total Violent	436	414	-5%
Burglary	520	499	-4%
Commercial	84	79	-6%
Residential	436	420	-4%
Larceny	2,453	2,448	0%
From Building	433	372	-14%
Motor Vehicle	639	686	7%
From Person	320	368	15%
Of Bicycle	370	356	-4%
Shoplifting	352	344	-2%
From Residence	234	225	-4%
Of MV Plate	43	40	-7%
Of Services	25	17	-32%
Misc.	37	40	8%
Auto Theft	158	117	-26%
Total Property Crime	3,131	3,064	-2%
Crime Index Total	3,567	3,478	-3%

The 3,478 serious crimes recorded in Cambridge in 2012 was the lowest Uniform Crime Reporting Index number reported to the FBI in over 50 years. This number corresponds to a decrease of 3% from 2011, resulting in 89 fewer incidents. Property crime dropped 2%, with reductions in larceny and auto theft. Violent crime dropped by 5% with a decrease reported in robbery, murder and aggravated assault. There were 22 fewer violent crimes in 2012 than in 2011.

Figure 1: Historical Trends for Total Crime Index

The total crime index reported in 2012 was the lowest total reported in the City of Cambridge in over 40 years. This total of 3,478 incidents is well below the five-year average of 3,639.



NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge’s 2011 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 better than the average compared to other cities of similar size.

Table 2: 2011 Crimes Per 100,000 Residents in Cities of 100,000-110,000 People, Nationwide

The table reflects selected cities with populations between 100,000-110,000 nationwide and total crimes reported. (Data source: Crime in the United States 2011, 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>
Centennial, CO	0	27	23	112	325	957	71	1,515
Edison Township, NJ	2	9	65	66	343	1,279	210	1,974
Daly City, CA	1	14	59	110	322	1,308	250	2,064
Carlsbad, CA	4	11	35	160	468	1,375	127	2,180
Elgin, IL	5	78	82	122	555	1,425	88	2,355
Temecula, CA	0	7	54	34	547	1,700	159	2,501
Round Rock, TX	2	25	39	49	394	2,001	51	2,561
Norwalk, CA	5	10	138	218	476	1,156	642	2,645
Arvada, CO	1	25	34	102	304	2,053	189	2,708
Burbank, CA	1	17	68	105	395	1,926	234	2,746
Green Bay, WI	2	54	48	269	467	1,852	101	2,793
Richardson, TX	0	9	76	88	680	1,934	194	2,981
El Cajon, CA	2	28	187	312	603	1,443	422	2,997
Westminster, CO	4	34	48	159	397	2,077	329	3,048
West Jordan, UT	0	31	25	154	405	2,314	220	3,149
Palm Bay, FL	2	22	97	480	808	1,786	145	3,340
Fairfield, CA	5	21	148	251	572	2,055	347	3,399
Cambridge, MA	5	23	147	261	520	2,453	158	3,567
Ventura, CA	1	20	135	170	657	2,468	195	3,646
Odessa, TX	6	37	73	632	617	2,336	181	3,882
Lowell, MA	3	36	168	588	914	1,941	246	3,896
Average*	6	33	148	329	918	2,331	317	4,083

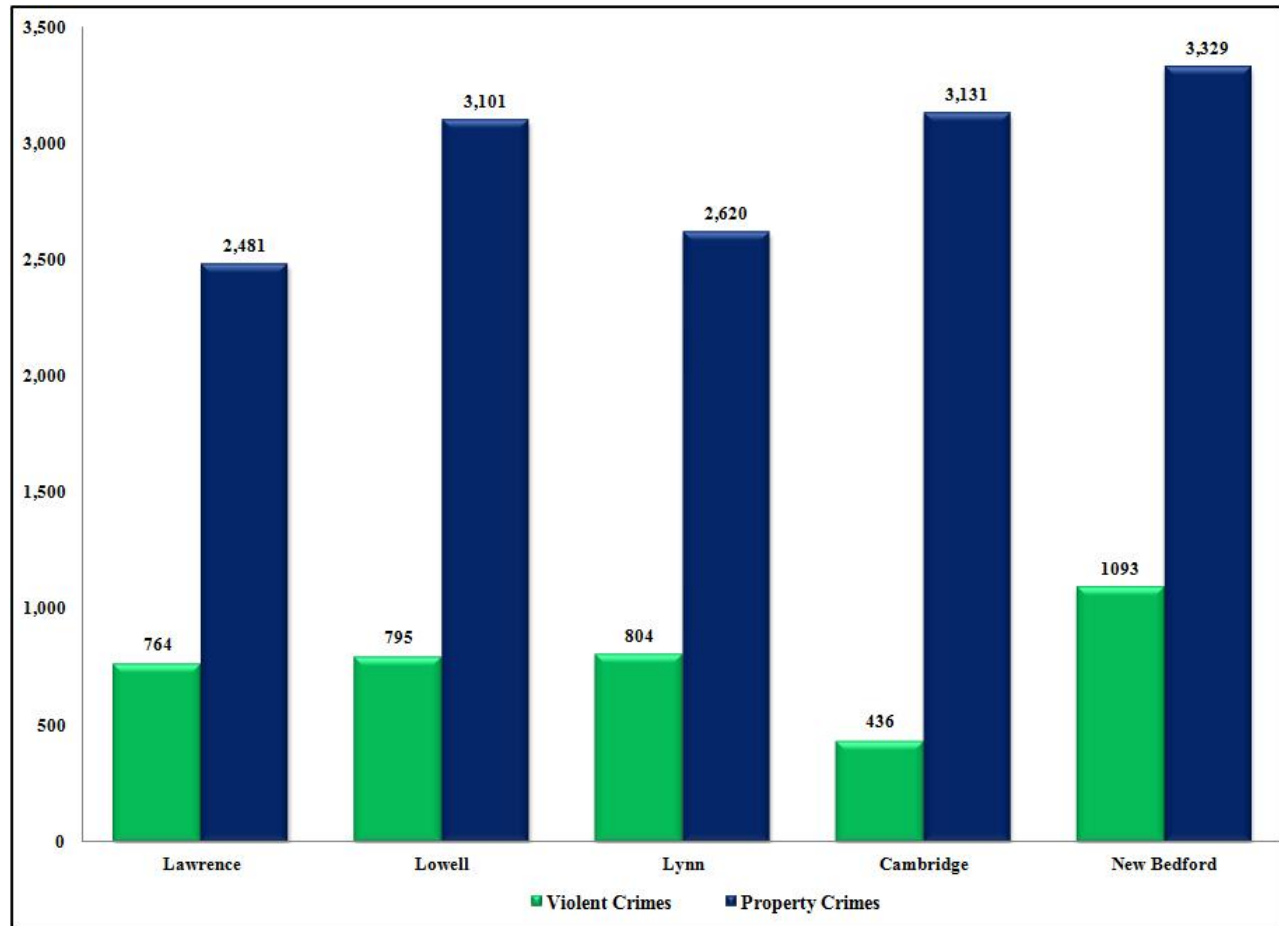
Table 2: Continued

Erie, PA	6	77	150	198	1,233	2,404	101	4,169
Antioch, CA	5	21	290	502	1,335	1,571	967	4,691
Gresham, OR	1	31	172	212	751	2,943	617	4,727
Manchester, NH	2	69	181	366	902	3,136	156	4,812
Clearwater, FL	10	40	182	569	719	3,252	158	4,930
Waterbury, CT	7	9	183	160	818	3,326	427	4,930
Wichita Falls, TX	1	30	147	281	1,241	3,398	237	5,335
Murfreesboro, TN	3	30	131	490	1,383	3,283	185	5,505
Davenport, IA	5	53	113	481	1,140	3,529	239	5,560
Richmond, CA	26	39	303	667	1,651	1,533	1,362	5,581
High Point, NC	3	25	200	372	1,266	3,550	241	5,657
West Palm Beach, FL	14	48	235	472	1,354	3,685	344	6,152
Pueblo, CO	12	40	173	606	1,590	3,434	470	6,325
Wilmington, NC	10	32	254	366	1,454	3,843	411	6,370
South Bend, IN	9	60	406	269	2,335	3,437	324	6,840
Flint, MI	52	85	607	1,648	3,628	2,220	770	9,010

* This average does not include Cambridge in order to accurately compare the averages to the numbers reported in Cambridge. For additional crime reporting statistics, please visit the Department's website at www.CambridgePolice.org to view the 2012 Annual Crime Report.

Figure 2: Regional Crime Comparison - 2011

The chart below reflects a crime comparison among regional communities by violent and property crime. The crime information is based on 2011 data because official data for 2012 is not available. In comparison to the selected cities/towns in Massachusetts, Cambridge was below average for violent crimes and above average for property crimes in 2011.

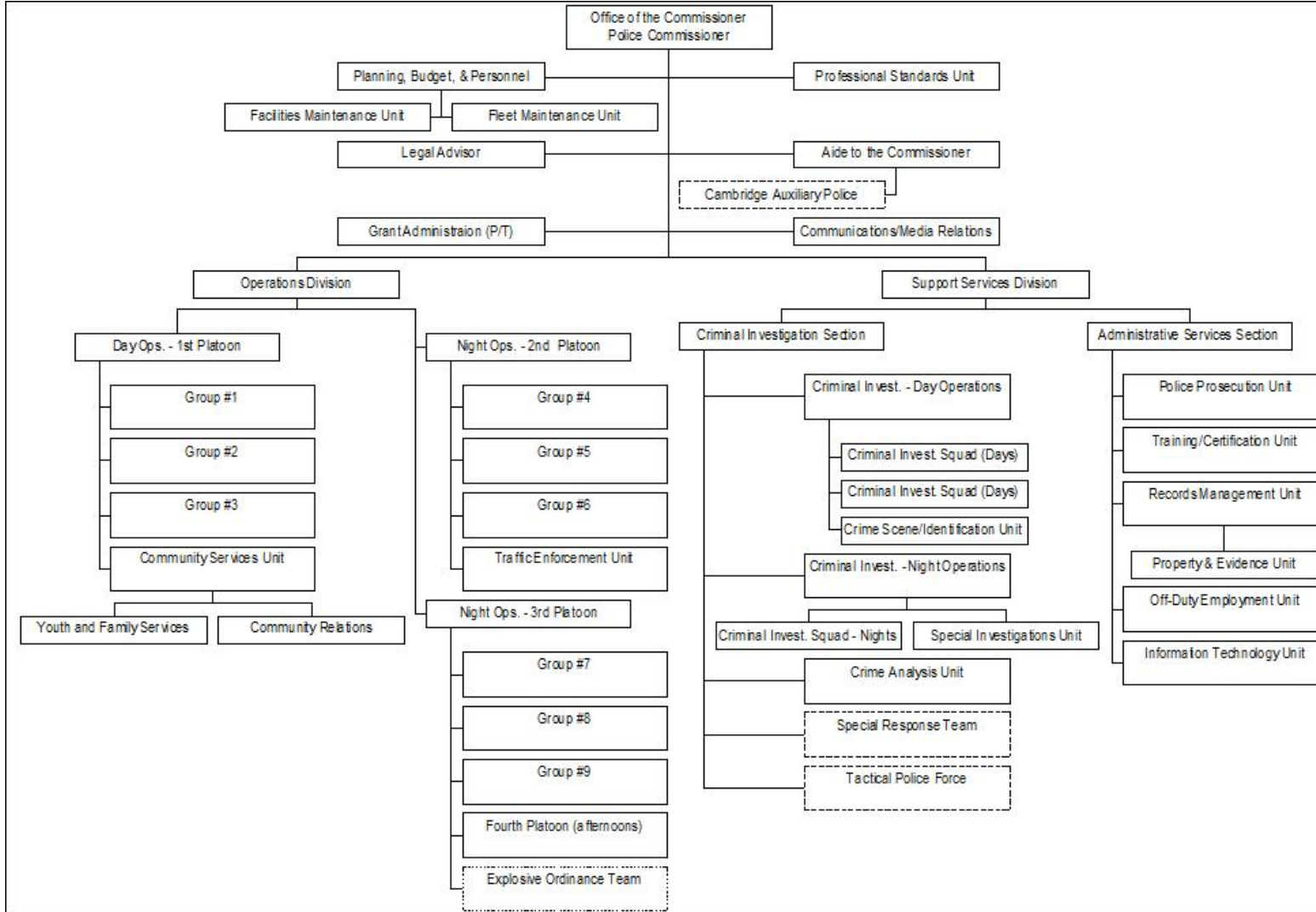


FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$41,444,665
Real Estate Taxes	\$41,444,665	
CHARGES FOR SERVICES		\$1,573,355
Parking Fund Parking Usage	\$1,116,355	
Photocopy/Reproduction	\$6,000	
Towing Surcharge	\$75,000	
Police Detail Surcharge	\$360,000	
Police Agency Fee	\$16,000	
LICENSES AND PERMITS		\$125,965
Street Obstruction Permits	\$122,065	
Sunday Permits	\$500	
Firearms I.D.	\$400	
Revolver Permit	\$3,000	
FINES & FORFEITS		\$3,148,425
Parking Fines	\$2,603,425	
Moving Violations	\$475,000	
False Alarm Ordinance Fee	\$60,000	
Bicycle Fines	\$10,000	
INTERGOVERNMENTAL REVENUE		\$856,605
State Cherry Sheet Revenue	\$856,605	
MISCELLANEOUS REVENUE		\$37,000
Overtime Reimbursement	\$37,000	
TOTAL FY14 BUDGETED REVENUE		\$47,186,015

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$44,304,565
OTHER ORDINARY MAINTENANCE	\$2,197,850
TRAVEL & TRAINING	\$291,500
EXTRAORDINARY EXPENDITURES	\$392,100
TOTAL FY14 BUDGETED EXPENDITURES	\$47,186,015

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	311	311	311

Cambridge Police Department Organizational Chart



ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**POLICE
-Leadership**

\$715,505	\$757,555	COMMISSIONER'S OFFICE	\$740,040
\$709,480	\$626,035	PLANNING, BUDGET & PERSONNEL	\$783,030
<u>\$808,155</u>	<u>\$612,650</u>	PROFESSIONAL STANDARDS	<u>\$678,120</u>
\$2,233,140	\$1,996,240		\$2,201,190

PURPOSE & OVERVIEW: The duties and responsibilities of the Office of the Commissioner consist of a wide range of tasks necessary for the effective operation of the Police Department and planning for the

future. Investigations into citizen complaints about the conduct of police officers, staff investigations and proactive communication regarding police officer performance remain the primary responsibilities of the Professional Standards Unit. As the Department strives to improve, this unit conducts various audits and inspections of its procedures, monitors compliance with Department policies and requirements, and assesses the quality of service that the Department provides. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City. This includes all Police, Fire and Emergency Communication Dispatcher applicants.

The Legal Advisor assists the Commissioner with policy development, researches legal issues in law enforcement, provides training on legal updates and monitors compliance in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations for the Department and distributing the Department's daily public log, citizen alerts, BridgeStat and neighborhood specific crime reports. The Department aims to be as transparent as possible with the community and it has greatly improved its ability to do so through social media such as Twitter, CodeRed, Facebook and the MyPD app.

The Planning, Budget & Personnel Office's primary responsibilities are to support the Commissioner in maintaining sound hiring practices, budget preparation, providing strategies for project management of Department initiatives, as well as planning and reinforcing the Department's system of accountability. One of the Department's 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 residents of Cambridge.

Over the past year, the Department has implemented a wider application of community policing by developing enhanced partnerships with various neighborhood and business groups. Additionally, the Department worked to alter its deployment strategies and, through the collective efforts of the entire Department, changed its modality of policing within the City. Through the use of crime data and calls for service, the Department undertook a blended approach, deploying more resources through a wider variety of methods to better support the needs of the community. The Department continues to look for ways to increase police presence throughout the city, relying more on walking officers and deploying additional officers on bicycles during the warmer months. The deployment of these assignments continued the "Safe Parks" initiative, which utilizes foot patrols and bicycle patrols during the summer months, to ensure public safety in the parks and to report safety concerns such

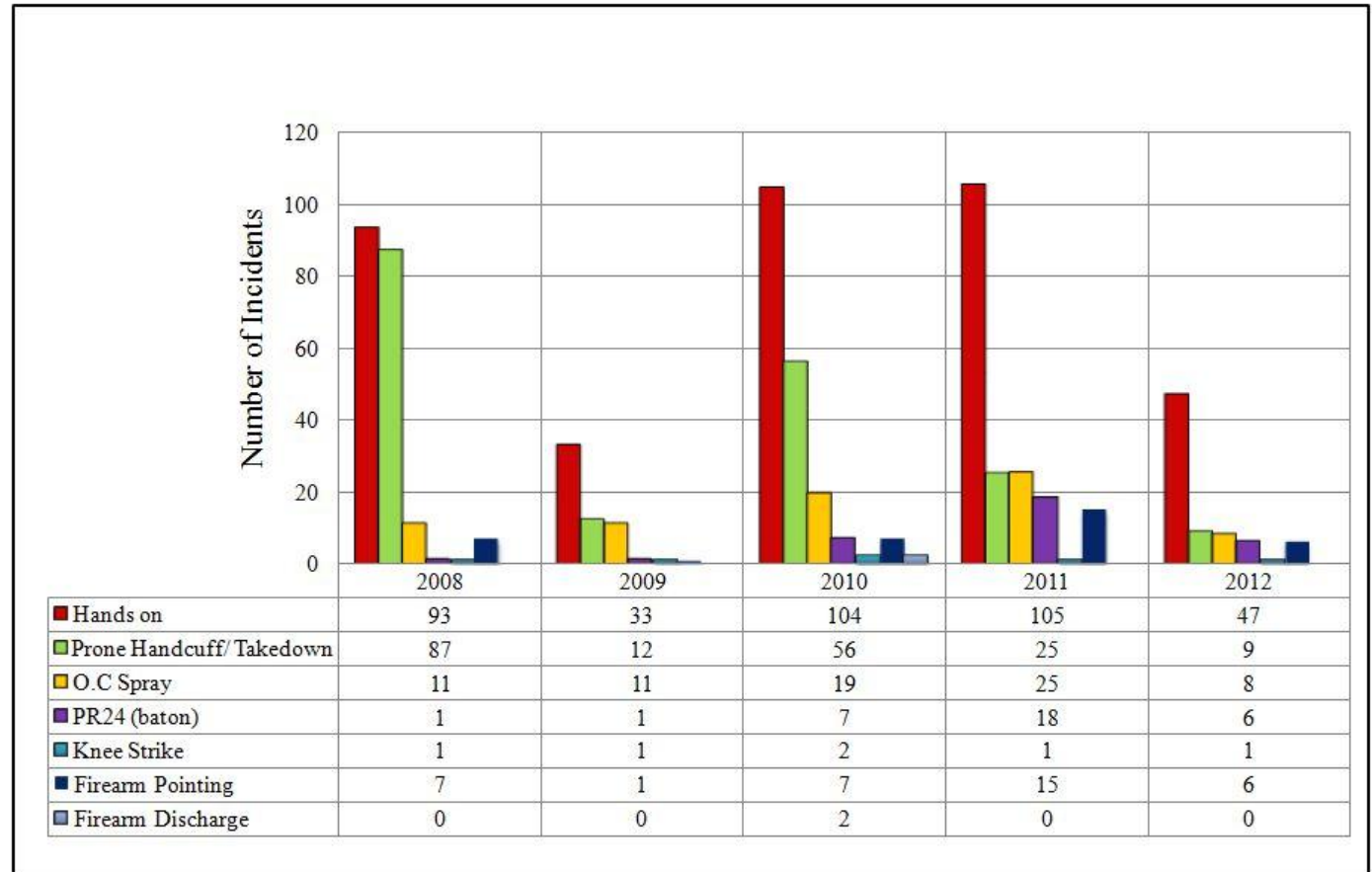
as broken lights, excess litter and broken equipment, to appropriate departments. In addition, officers deployed on bicycles attended community events, summer sports leagues and summer camp programs. This approach enhanced communication with residents who operate businesses, work, attend school and visit the city.

In an effort to improve accountability and reduce the risks to the City of Cambridge, the Commissioner felt it necessary to expand and clarify reporting regarding all instances of use of force. Use of Force Reports allow the Commissioner to monitor the number of incidents by individual officer, geographic area and organizational unit. The reports provide a basis for periodic administrative review to determine whether proper procedure is being followed in instances where force is used. Analysis of use of force by police is regularly discussed in Criminal Justice agencies and academia; however, it is very difficult to obtain a consistent sample because different law enforcement agencies capture and define use of force incidents differently.

In 2012, the Cambridge Police Department responded to over 100,000 calls for service. Throughout 2012, there were 77 reported incidents where force was used, declining from the previous year's report of 189 incidents. The majority of these incidents occurred on the lower end of the force spectrum, involving grabbing or tugging a suspect in order to apply handcuffs. For the purpose of the chart that follows, the Department counted each type of force employed when an incident occurred, where multiple types of force were used.

Figure 3: Use of Force Reporting Over the Past Five Years

The chart below indicates the Department's reporting for all use of force incidents by type of force utilized.



In FY10, the two incidents of firearm usage were in relation to animals. In addition, the Department saw a significant decrease in prone handcuff/takedown. This reduction may be attributed to the Department's enhanced de-escalation techniques, taught during the annual training program, as well as voluntary compliance.

FY14 GOALS:

- *GOAL 1: Enhance access to information for residents on neighborhood crime prevention methods and improve communication between the community and the Police Department in order to more effectively communicate information to, and receive information from, the community.*

Table 3: Methods of Community Engagement

The Department encourages residents to focus on enhancing community engagement and communication in various ways. This effort continues to promote fostering relationships and legitimacy. With the introduction of new technology such as Citizen Observer, BridgeStat, the MyPD smartphone application, social media (Facebook and Twitter) and online access to the daily public log, community leaders, neighborhood residents and law enforcement agencies can exchange information regarding current problems to ensure neighborhood integrity. In FY13, the Department launched another initiative for followers on Twitter to be notified of particular incidents through real time Tweets. In order to share more information with the public about crime in their community, the Cambridge Police Department set out to develop a program by which information entered into the CAD (Computer Aided Dispatch) system would be automatically shared, in real time, to its followers in social media.

Types of communication methods	FY12
Number of tips received through Citizen Observer	70
Number of tips received through email on CPD website (www.cambridgepolice.org)	62
Number of anonymous tips received through Anonymous Crime/Drug Tip Hotline	20
Number of tips received through MyPD Smartphone application	62
Number of subscribers to Citizen Observer	8,374
Number of Business Community Alerts through Citizen Observer	10
Number of Community Alerts through Citizen Observer	89
Number of residents who have interacted with Cambridge Police Department on Facebook	1,096
Number of residents following the Cambridge Police Department on Twitter	1,860

Figure 4: Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports in FY08 to FY12. The results listed vary depending upon who responds to the surveys. Percentages include those responses rating each service as excellent, good or average.

Types of Service Rated	FY08	FY09	FY10	FY11	FY12	% Change (FY08-FY12)
Response of Call Taker	87%	98%	91%	95%	96%	9%
Timeliness of Officer Response	87%	97%	94%	95%	94%	7%
Officer's Response to Questions	97%	98%	97%	98%	96%	-1%
Professionalism of Officer Conduct	99%	100%	98%	98%	96%	-3%
Cases Followed up by Detectives	58%	85%	85%	82%	81%	23%
Responsiveness of Detective	53%	86%	92%	96%	96%	43%
Overall Response by Department	94%	91%	91%	89%	96%	2%

- GOAL 2:** *Improve relationships with the community by continuously assessing the level of service provided by the Department. These assessments will be undertaken using proactive, reactive and collaborative efforts. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence relationship between the police and the community.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of respondents who positively rated the professionalism of officer's conduct	100%	100%	100%	100%
2. Percentage of respondents who positively rated the overall response of the Police Department	100%	100%	100%	100%
3. Percent of incidents where force was used	4%	10%	5%	5%
4. Number of citizen complaints	8	5	8	8

**POLICE
-Operations Division**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$6,845,155	\$7,458,465		\$7,885,605
\$16,095,600	\$16,974,095	DAY PATROL	\$18,144,425
\$2,576,025	\$2,767,510	NIGHT PATROL	\$2,698,760
\$138,250	\$194,850	TRAFFIC	\$195,100
\$1,754,160	\$1,644,365	COMMUNICATIONS	\$1,737,820
\$518,175	\$575,400	COMMUNITY RELATIONS	\$526,900
<u>\$46,995</u>	<u>\$75,000</u>	SCHOOL CROSSING	<u>\$75,000</u>
\$27,974,360	\$29,689,685	TACTICAL OPERATIONS	<u>\$31,263,610</u>

PURPOSE & OVERVIEW: As the Department's primary and most visible staff resource, the Operations Division is responsible for suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity and maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Traffic

Enforcement, Community Relations Unit 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 by identifying problems and working towards collaborative resolutions while strengthening and improving neighborhood relations. The Community Relations Unit was recently configured to focus on specific disciplines to address issues affecting the quality of life of residents, such as homeless outreach, senior citizen outreach, youth, business and community outreach, as well as crime prevention programs. The Department has designated two officers as Homeless Outreach Officers to assist the community and homeless population with issues that arise as a result of homelessness. The Department establishes partnerships by developing liaisons with formal community organizations and business groups. These partnerships assist the Department in improving practices that relate to community policing by conveying information to the community as well as transmitting concerns from citizens to the Department.

The Bicycle Patrol Unit patrols various areas of the city and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes.

The Traffic Enforcement Unit performs specific assignments relating to truck restrictions, traffic related issues, pedestrian and bicyclist safety and parking enforcement. In addition, the Traffic Enforcement Unit conducts mobilizations to improve driver awareness and safety as well as providing dignitary protection to officials visiting the city. Traffic Supervisors are responsible for the safety of school children at various intersections and crossings throughout the city. One of the major goals for the Operations Division is to educate citizens and the business community of Cambridge regarding crime prevention techniques and safety tips, in an effort to provide a safe and comfortable environment to all residents and visitors.

The Tactical Operations Unit is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF),

Explosive Ordinance Unit (EOU) and Hostage Negotiation Team. The SRT is a highly trained and highly disciplined tactical team that is able and prepared to respond to any major crisis within the city. SRT's primary mission is to resolve high-risk incidents, with a minimal loss of human life. Some of these incidents include hostage situations, high-risk search and arrest warrants, barricaded suspects and any other situations deemed appropriate. The primary role of the TPF is to respond safely to incidents of civil disobedience, which include but are not limited to riots, protests and any other situation where civil unrest may result. Officers of the TPF are trained in special tactics to control and calm large crowds. The primary mission of the EOU is to ensure the safety of City residents in an explosive-related incident. Members are responsible for handling, transporting and rendering safe all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the Department has skilled officers with specialized training to combat any type of crime, the Cambridge Police Department is committed to reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

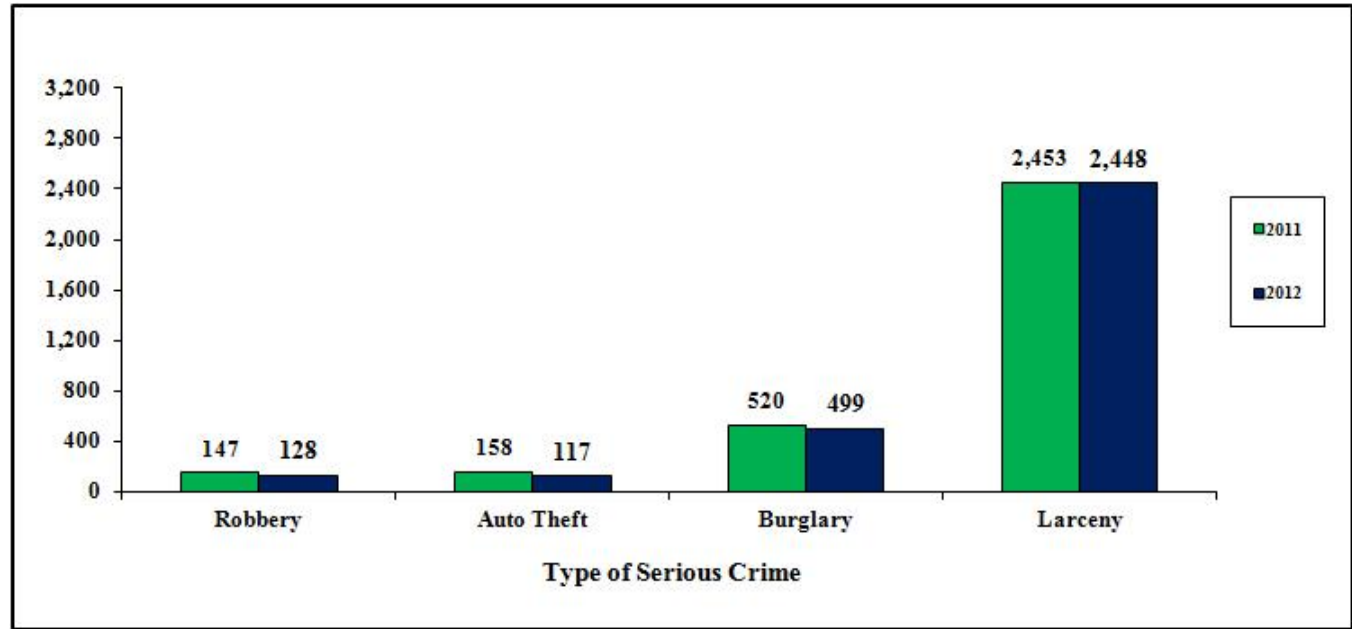
FY14 GOALS:

- *GOAL 1: Provide a professional standard of law enforcement services to the citizens of Cambridge through suppression and prevention of crime and apprehension of offenders. Equally important is the fostering of trust and relationships between officers and the community and addressing the quality of life issues most affecting that community.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1.Number of Part 1 crimes reported*	3,727	3,200	3,300	3,300
2.Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest or increased police presence that moves the pattern out of the area	10	12	10	15
3.Percentage of citizen inquiries that result in citizen complaints	5%	5%	6%	5%
*Traditional Uniform Crime Reporting (UCR) guidelines track eight "Index Crimes," known as Part 1 Crimes. The UCR system includes crimes that are most likely to be reported and occur with sufficient frequency to provide an adequate basis for comparison				

Figure 5: Selected Serious Crimes for Calendar Year 2011 v. 2012

All four of the selected serious crimes categories experienced decreases in the City of Cambridge in 2012. Auto theft dropped the most, both by percentage (down 26%) and in absolute terms (down 41 incidents). Approximately 55% of the cars stolen in 2012 have been recovered to date, which is down slightly from the 64% recovered in 2011. Robbery decreased by 13% in 2012, with reductions recorded in both street robberies (down 1%) and commercial robberies (down 53%). The overall robbery total of 128 incidents was the lowest total reported in Cambridge in over 20 years. Burglary dropped by 21 incidents, or 4%, in 2012. Both residential burglaries and commercial burglaries decreased this year, by 4% and 6%, respectively. Larcenies saw the smallest drop in 2012, with technically no percentage change from last year but with an absolute decrease of five incidents. Most of the larceny categories experienced reductions in 2012.



For additional statistics, please visit the Department's website at www.CambridgePolice.org to view the complete 2012 Annual Crime Report and BridgeStat Bulletin, which is available the first Friday of every month.

Figure 6 (a): Calendar Year 2011 v. 2012 Breakdown of Robberies by Type

In 2012, robberies in Cambridge decreased by 13% compared to 2011. The overall robbery total of 128 incidents is the lowest total reported in Cambridge in over 20 years. Commercial robberies contributed substantially to this drop with a reduction of 53%, dropping from 34 incidents in 2011 to 16 in 2012. Banks and drug stores were the most common targets. Street robberies experienced a decrease of only one incident, or 1%. The thefts of high-end cell phones and cash fueled the street robbery numbers in 2012.

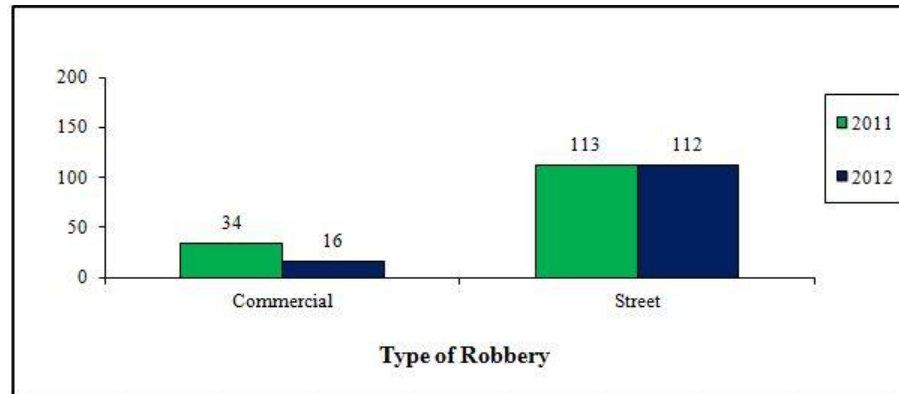


Figure 6 (b): Calendar Year 2011 v. 2012 Burglaries by Type

Burglaries dropped by 4% in 2012, due to a 4% reduction in residential burglaries (also known as housebreaks) and a 6% decrease in commercial burglaries. There were 420 housebreaks reported in Cambridge in 2012, while 436 were reported in 2011. Commercial burglaries dropped by five incidents, from 84 in 2011 to 79 in 2012, with no significant patterns developing during the year.

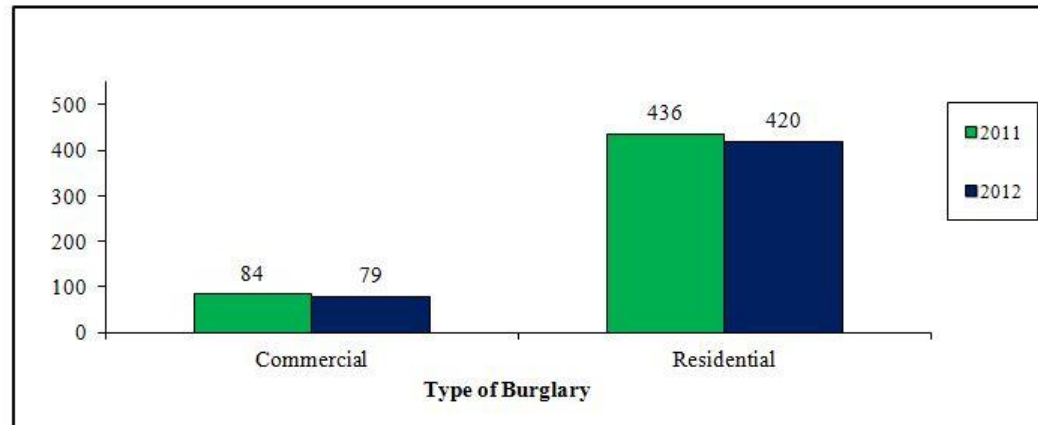
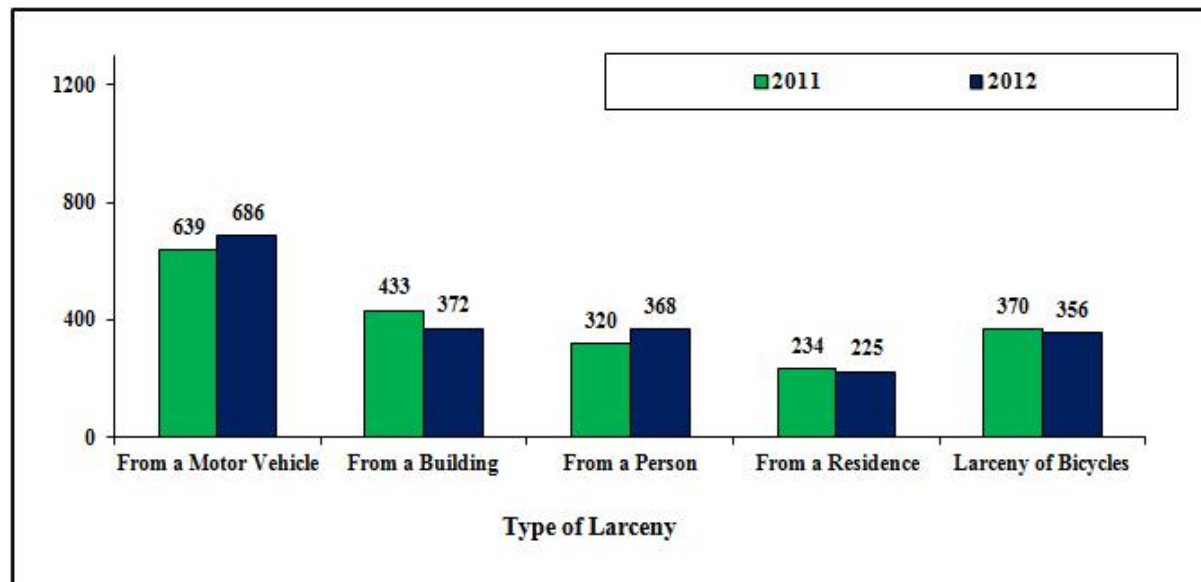


Figure 7: Calendar Year 2011 v. 2012 Breakdown of Larcenies by Type

Larceny remained essentially unchanged from 2011 to 2012, with a drop of only five incidents. This small overall decrease can be attributed to a 14% drop in larcenies from buildings, 4% drops in both larcenies from residences and bicycle thefts, and a 2% drop in shoplifting incidents, which were then evened out by increases in larcenies from motor vehicles (up 7%) and larcenies from the person (up 15%). As mentioned, two types of larceny that experienced notable increases in 2012 were larcenies from motor vehicles and larcenies from the person. This was the first year since 2007 that larcenies from motor vehicles (LMVs) increased over the previous year. 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 had steadily decreased by 13-18% each year, until 2012 when the total rose by 47 incidents, or 7% from 2011.



- **GOAL 2:** *Provide the highest level of law enforcement and public safety services to the motorists, pedestrians and bicyclists who reside, work or visit the City of Cambridge.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of assignments for units at high accident locations citywide	6,771	5,000	5,200	5,200
2. Number of accidents at identified high accident locations	169	200	180	200
3. Number of assignments for bicycle violations	2,241	2,000	2,100	2,000
4. Number of bicycle citations issued	1,411	1,500	1,500	1,500
5. Number of bicycle accidents citywide	204	180	190	180
6. Number of assignments for deployment of units for the enforcement of red light violations citywide	4,948	5,000	5,000	5,000
7. Number of written citations for red light violations	7,091	5,000	5,500	5,000
8. Number of crosswalk violations citywide	5,125	5,000	3,500	4,000

- **GOAL 3:** *Increase neighborhood presence by focusing attention on locations where quality of life issues and concerns are most prevalent. This will be accomplished through a combination of Park and Walk assignments (police visibility at a particular location) and Directed Patrols (police presence at a location to address specific issues that are most prevalent to the community).*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of noise complaints answered by Patrol	2,482	1,100	2,000	1,500
2. Number of leaf blower violations	19	10	30	20
3. Number of physical disorder complaints answered by the Police in cooperation with other City departments	2,584	2,000	2,500	2,200
4. Number of calls for service for drinking in public that result in an arrest or a complaint	144	900	300	250

Figure 8: Reportable Motor Vehicle Accidents

The chart below reflects a comparison of reportable motor vehicle accidents from 2009 to 2012 by type of accident.

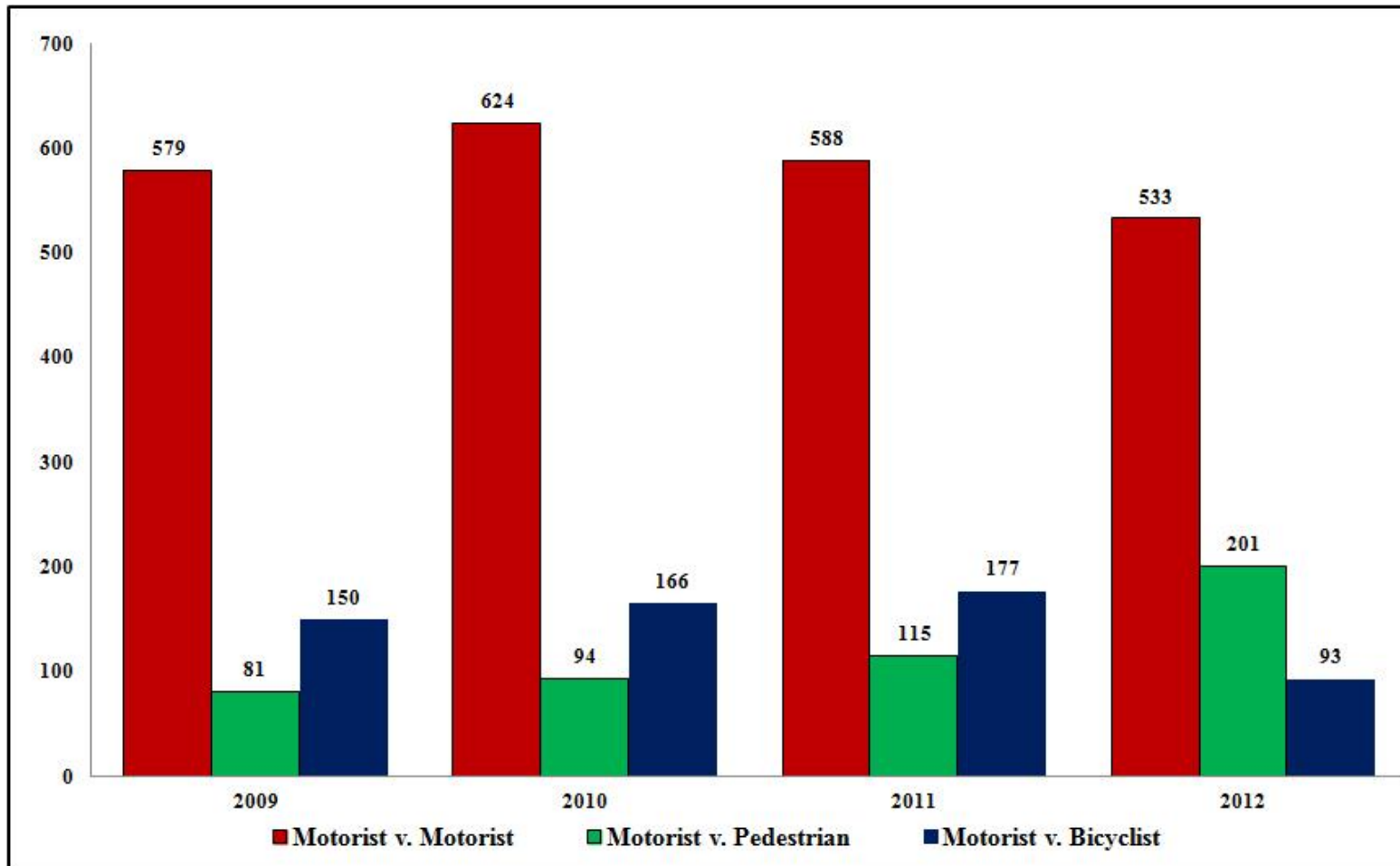


Figure 9: Analysis of Accidents at Strategic Impact Traffic Enforcement Locations

Of the selected Strategic Impact Traffic Enforcement Locations, accidents dropped in 2012 at all of the intersections except Mass Ave & Pearl St, where six accidents were reported in 2012 and none had been reported the year before. However, aside from 2011, this particular intersection has averaged six accidents a year since 2000. Due to strategic enforcement and improved signage, accidents at the five other intersections are all down compared to their averages.

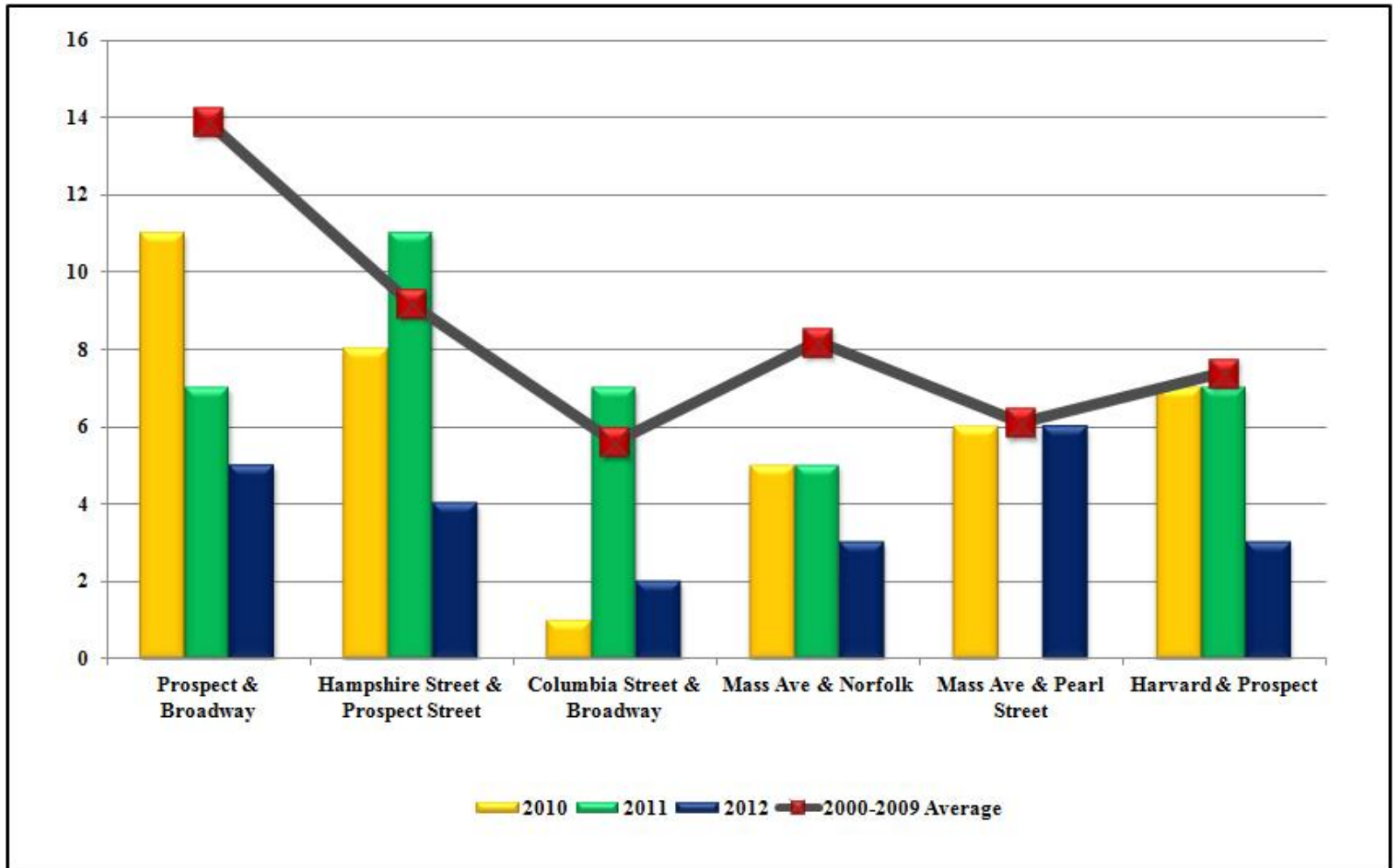
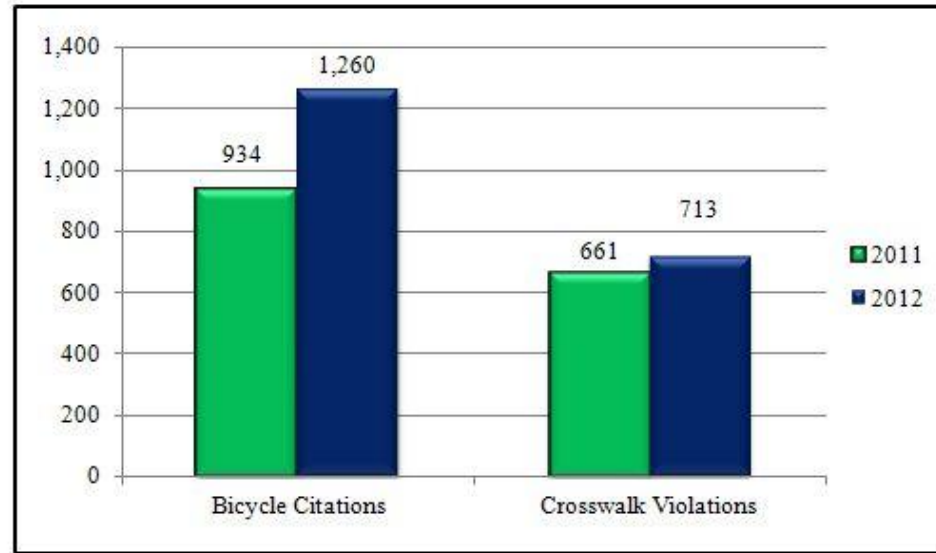


Figure 10: Bicycle Citations and Crosswalk Violations

The chart below reflects the number of bicycle citations and crosswalk violations issued from calendar year 2011 to 2012.

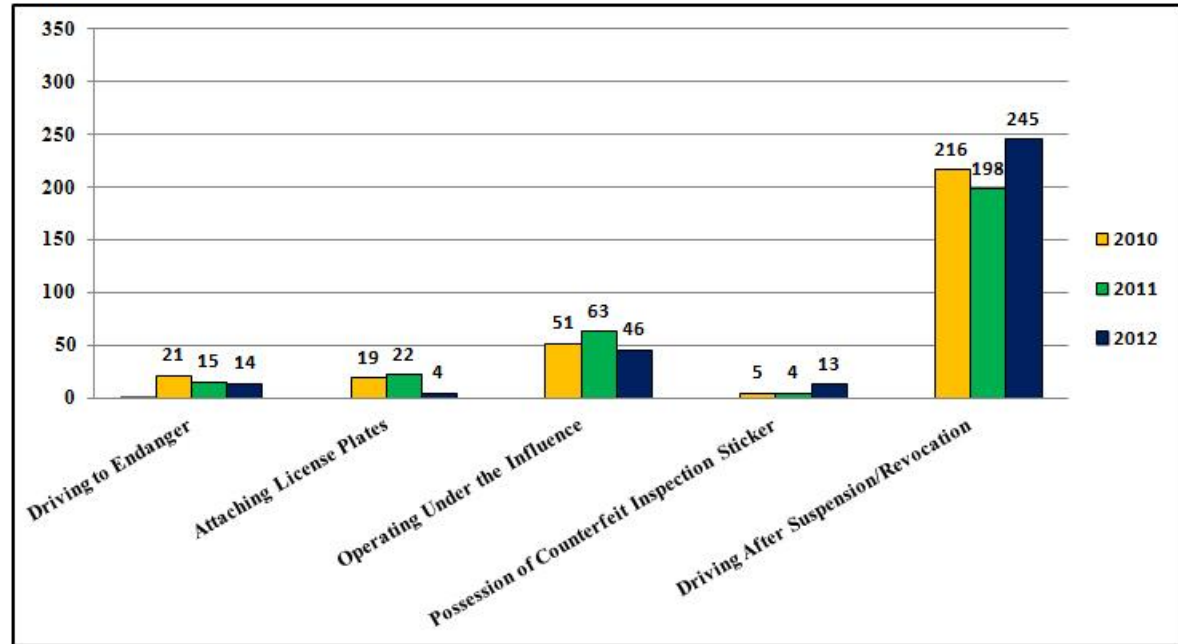


In 2012, the Department proactively increased enforcement to educate bicyclists on the regulations as it was anticipated that a higher volume of bicyclists would result from the new Hubway Bike program.

On average, traffic stops for speeding, running a red light and related offenses result in a warning or citation. A number of additional traffic offenses are cause for arrest, including driving to endanger, driving after suspension or revocation, possession of a counterfeit inspection sticker, and attaching false or counterfeit license plates. Such arrests are often made during routine traffic stops, after the police officer learns of the driver's suspension, revocation or other circumstances. For additional statistics, please visit our website at www.CambridgePolice.org to view the 2012 Annual Crime Report online.

Figure 11: Traffic Arrests by Type

The chart below reflects a comparison of traffic arrests by type of incident from 2010 to 2012.



- **GOAL 4:** *Provide education in crime prevention techniques to citizens and business owners throughout the city. The Police Department will continue to conduct security surveys for the residential and business communities as well as participate in monthly private security meetings throughout the year. Surveys are available to all residents and victims of burglary upon request through the Community Relations Unit.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Residential and business surveys conducted	66	100	50	75
2. Number of Neighborhood or Business Community Group Meetings attended	104	85	100	100
3. Private security meetings and forums attended per year	53	100	50	75
4. Number of community and police collaborations	18	25	100	50

- GOAL 5:** *Provide crime prevention classes and services, such as police academies, safety training and community problem solving to residents while creating opportunities to improve relationships and communications among youth, the community and police officers. Form partnerships with the community to combat crime, the elements of crime and the perception of crime. Through enhanced outreach efforts, the Department will focus on educating the citizenry of Cambridge about public safety issues, including Homeland Security and emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of youth participating in Youth Police Academy	35	40	30	40
2. Number of youth participating in Police sponsored youth programs including sport and fitness programs	4,054	2,500	3,800	4,000
3. Number of citizens participating in Citizen and Senior Police Academies	280	250	250	200
4. Number of citizens visited during Door- to- Door Outreach Campaigns	1,302	3,000	2,800	2,800
5. Citizens participating in Self Defense Training	84	100	80	80

**POLICE
-Support Services**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$1,832,735	\$2,130,010	ADMINISTRATION	\$2,122,180
\$1,604,610	\$1,604,920	SPECIAL INVESTIGATION UNIT	\$1,531,075
\$306,235	\$309,030	TRAINING	\$381,105
\$4,846,890	\$4,929,435	CRIMINAL INVESTIGATIONS	\$4,581,575
\$377,850	\$415,415	DETAIL OFFICE	\$421,950
\$940,540	\$1,044,785	TECHNICAL SERVICES	\$1,027,990
\$2,028,625	\$1,860,105	OPERATION & MAINTENANCE	\$2,094,450
<u>\$1,501,335</u>	<u>\$1,563,040</u>	YOUTH AND FAMILY SERVICES	<u>\$1,560,890</u>
\$13,438,820	\$13,856,740		\$13,721,215

PURPOSE AND OVERVIEW: The Support Services Division consists of the Administration Unit, Special Investigations Unit (SIU), Training Unit, Criminal Investigations Section, Detail Office, Technical Services Unit and Youth and Family Services Unit. This Division is responsible for supporting the daily operations of the Police Department. The Administration Unit processes and

coordinates all Departmental support services such as records, details (off duty employment), fleet maintenance, property and evidence. The Fleet Maintenance Unit is responsible for 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 and mandates are met. In-service training is conducted annually along with other specialized training that continues throughout the year.

The Criminal Investigations Section performs the 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. Since 2010, the Criminal Investigation Section has initiated a report review system to support victims of crime with follow up phone calls and outreach to offer resources or provide updates on their incident reports. This initiative seeks to focus more attention on the victim, in an effort to ensure that resolution was communicated and resources were provided. This effort has improved overall victim satisfaction. The Special Investigations Unit (SIU) 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 classifications. In 2012, the Identification Unit experienced noteworthy success in identifying fingerprints through the Automated Fingerprint Information System (AFIS), with identifications made in 46 cases compared to 32 cases in 2011.

The Youth and Family Services Unit is comprised of Youth Resource Officers (YRO), Juvenile Detectives and Youth Outreach Officers, who are assigned to each public school to provide daily contact for students, staff and parents. In addition, the YROs provide crime prevention programs to students and act as a liaison with the Department on safety issues. This Unit works closely with other law enforcement agencies and community partnerships to identify youth in need of services, such as a referral to the Safety Net Collaborative (juvenile diversion program). The Youth and Family Services Unit has initiated new procedures, service plans and case requirements which have standardized the way YROs address and track youth with whom they are working. The

Service Plan will give them an opportunity to keep recommendations for particular youth unique and specific to the youth and family who are requiring the services. The formalized plan contains clear follow-up dates and future action items that assist officers and Safety Net Collaborative partners with staying focused on what action needs to take place to ensure the successfulness of the youth involved.

Since its implementation in 2007, the Safety Net Collaborative has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system, reducing arrests among Cambridge juveniles for criminal and status offenses from 54 in 2007 to 22 in 2012 - a 59% decrease in five years. This decrease is a result of proactive policing that incorporates prevention, intervention and diversion. Six Youth Resource Officers and three Youth Outreach Officers are assigned to the 19 public schools and five youth centers in Cambridge. These results are promising because they indicate a significant change in arrests before and after the initiation of a multidisciplinary intervention program, and indicate potential differences in criminal offense arrests for youth residing in Cambridge and non-Cambridge residents.

The Technical Services/Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the Police Department, looking for crime patterns such as series, sprees, hot spots and trends. Once a problem is identified, this Unit disseminates the information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. This Unit is also responsible for maintaining the Department's computer systems infrastructure, radio system and BridgeStat (monthly crime report).

The Cambridge Police Academy continues to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all of our police officers attend 40 hours of in-service training annually. The Department also encourages sworn and non-sworn personnel to attend specialized trainings and the Department issues several training bulletins throughout the year for all personnel. The Department has continued to enhance the training program by offering a curriculum that challenges policing practice and introduces progressive concepts in policing such as Procedural Justice and Legitimacy Training, Fair and Impartial Policing, as well as introducing Alternative Resolution for Settling Citizens' complaints. The Department is initiating conversation at the local, state and national levels of law enforcement regarding these cutting edge concepts in policing.

FY14 GOALS:

- *GOAL 1: Provide the highest quality of service to those who have been victimized by crime in the city. All cases assigned to a detective will be promptly and diligently investigated and the victim kept apprised of the status of the investigation. Focus is directed toward the harm and the need for the victim to regain a sense of personal safety, and toward assisting them in returning to their normal lives.*

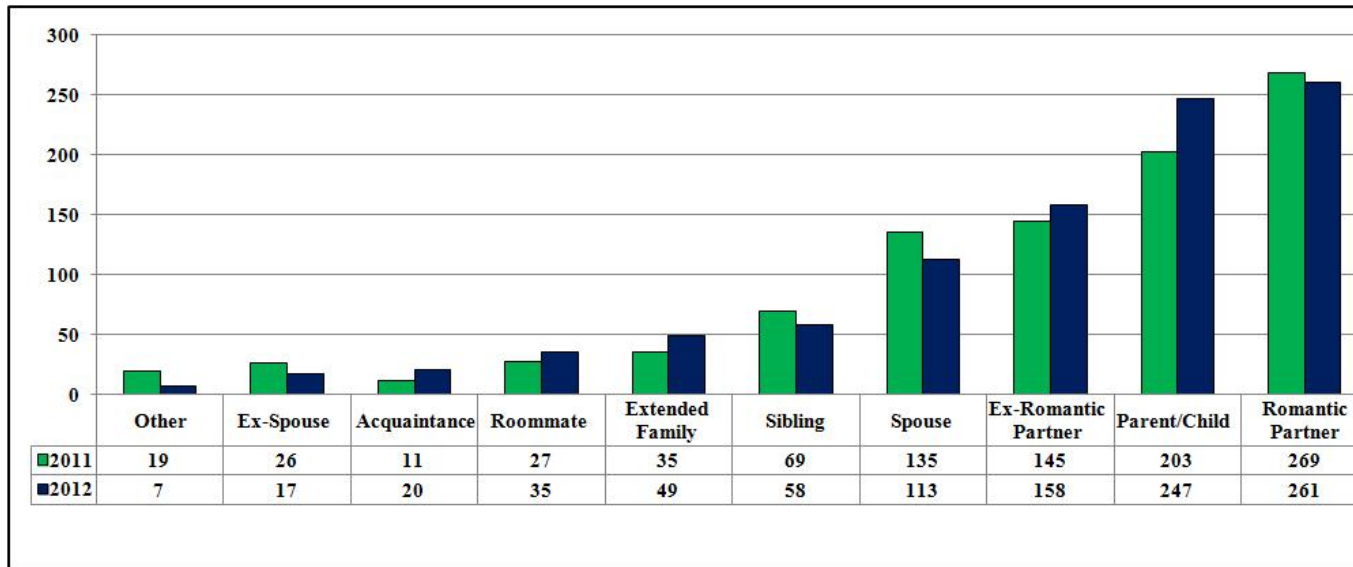
PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of cases forwarded to the Criminal Investigation Division	9,600	9,600	9,500	9,000
2. Percentage of cases reviewed by detective supervisor	100%	100%	100%	100%
3. Percentage of cases assigned to detectives for follow up	60%	61%	60%	65%
4. Percentage of victims reporting favorable communication with detectives on the Quality of Service Assessment survey	100%	100%	100%	100%
5. Percentage of victims reporting favorable in overall response by the detective on the Quality of Service Assessment survey	100%	100%	98%	100%

- GOAL 2:** *Continue to enhance the integrated response system to domestic violence, with internal Department-wide training and training for community partners. Continue to input domestic violence incidents into a database that allows for the analysis of such occurrences, including the review of high risk domestic violence cases with the High Risk Assessment Team, consisting of other law enforcement agencies and non-profit service providers who work with victims of domestic violence in the surrounding areas. Our partners include the Belmont Police Department, Arlington Police Department, Riverside (formerly the Guidance Center), RESPOND, REACH, Emerge, Transition House and Community Legal Services and Counseling Center. The Department also works with a coalition of other City departments and area non-profit agencies to implement a community grassroots domestic violence prevention and education effort.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of domestic violence trainings conducted for various agencies throughout the city	42	50	50	45
2. Percentage of domestic violence case investigations pursued in court while supporting victims and assisting with available resources for services	85%	92%	90%	100%
3. Number of high risk domestic violence cases reviewed by the Department	855	900	900	825
4. Number of high risk domestic violence cases referred to Cambridge Arlington Belmont High Risk Team (CABHART)	19	20	20	15
5. Percentage of domestic violence victims that felt the Department's intervention provided them with a satisfying level of support	100%	100%	100%	100%

Figure 12: Domestic Violence by Relationship Category for Calendar Year 2011 v. 2012

The chart below reflects the total number of domestic violence incidents reported in 2011 and 2012 by relationship category.



The Special Investigations Unit continually undertakes investigations involving drug and vice activity within Cambridge. The Unit has adopted strategic planning methods to help alleviate the pressures imposed upon society by the culture of drug abuse and addiction. The goal of the Unit is to target street level drug dealers to get to their suppliers and to fight the problem at its root level: in the street, where the public is most exposed and affected.

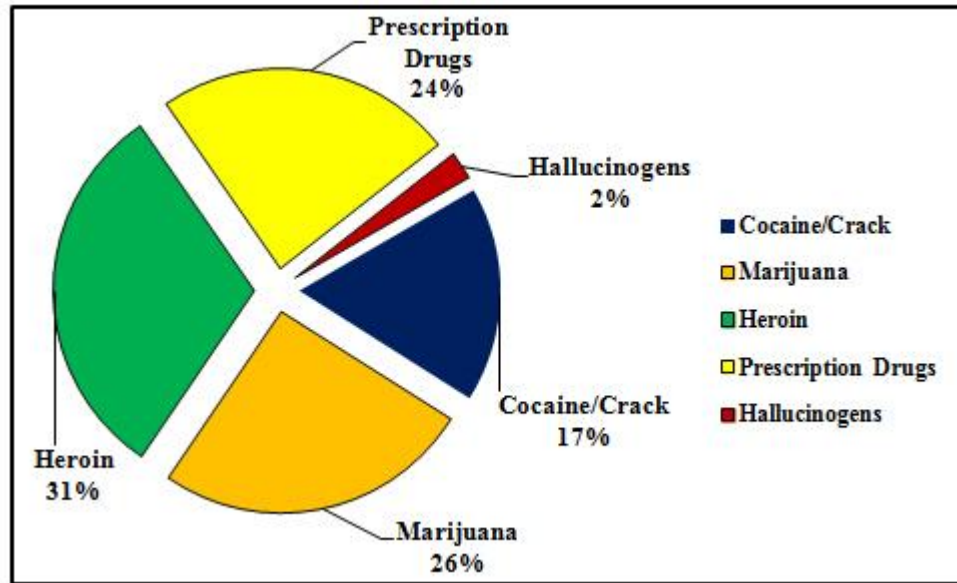
Table 4: Geographic Breakdown of Drug Arrests

Of the 133 drug incidents in 2012, there were 158 persons arrested at the time of the incident. This does not include all additional arrests that resulted from warrants stemming from these drug incidents. The number of related warrant arrests is not available at this time. Area 4 experienced the most drug activity in 2012 with 23 incidents, or 17% of the incidents citywide, followed by Cambridgeport with 18 incidents, or 13% of the citywide activity. Both of these neighborhoods make up part of the Central Square area, where drug incidents have tended to be highest in the past.

AREA	2010	2011	2012	% of Total
East Cambridge	3	13	14	11%
M.I.T. Area	2	1	1	1%
Inman/Harrington	11	6	13	10%
Area 4	21	12	23	17%
Cambridgeport	21	22	18	13%
Mid-Cambridge	13	16	17	13%
Riverside	5	2	15	11%
Agassiz	2	0	0	0%
Peabody	0	4	12	9%
West Cambridge	4	8	11	8%
North Cambridge	4	9	4	3%
Cambridge Highlands	1	0	2	2%
Strawberry Hill	2	1	3	2%
TOTAL	89	94	133	100%

Figure 13: 2012 Drugs by Type

This chart represents one drug type per incident in 2012. If more than one type of drug was involved in an incident, the most serious was chosen (such as heroin over marijuana). In the 133 drug incidents in 2012, heroin was involved most often with 41 incidents, followed by marijuana with 34 incidents.



- GOAL 3:** *Provide the highest quality of services to youth and families in the City of Cambridge with a personal approach through the Youth Family Services Unit. The Department will engage children and their families to deter youth from engaging in disruptive behavior that could lead to criminal behavior. The Unit will collaborate with the Department of Human Services Programs/Youth Centers, after school and evenings, to engage youth during the out of school environment. Our philosophy is to have an encompassing program working with various community partners to offer alcohol and substance abuse counseling, mental health support, restorative justice and other youth development activities.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of youth referred to the formal Police Department Juvenile Diversion Program	20%	20%	10%	15%
2. Number of youth interventions	476	400	300	450
3. Number of referrals made to the Middlesex District Attorney's Office Juvenile Diversion Program including court complaints	39	30	25	25
4. Number of youth and/or family referrals made to mental health specialist for assistance	133	100	90	125
5. Percent of families satisfied with the SafetyNet Collaborative	100%	100%	100%	100%

- GOAL 4:** *Continue to divert Cambridge youth's delinquent behavior by providing individualized programs to the youth who come to the attention of the Department. The Department strives for success through our SafetyNet Collaborative which can be calculated by the number of youth who go through our program and discontinue their behavior. Feedback from diversion participants and their families is a key component to improving our program and having a greater number of successes.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of youth who successfully complete a formal diversion program with the Department	92%	100%	100%	90%
2. Percentage of youth who offend or reoffend within a year of completing a YFSU diversion	15%	10%	5%	8%
3. Percentage of families satisfied with the diversion	95%	100%	100%	100%

**TRAFFIC PARKING &
TRANSPORTATION
-Summary**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$1,716,035	\$1,733,515		
\$7,260,955	\$7,464,345		
<u>\$992,165</u>	<u>\$1,001,525</u>		
\$9,969,155	\$10,199,385		
		TRAFFIC CONTROL PARKING CONTROL SUPPORT SERVICES	\$1,771,190 \$8,030,485 <u>\$1,133,340</u> \$10,935,015

PURPOSE & OVERVIEW: The Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. The Department is organized in three divisions:

Traffic Control, Parking Control and Support Services. Traffic Control includes pavement markings, crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourage walking, bicycling and transit use. Parking Control includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the two City parking garages; collection and adjudication of parking tickets and operation of the resident permit program. Support Services is responsible for the administration and operation of the entire Department.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Resident Permit Parking Program:

- During renewal (November 1 to January 31) a total of 27,395 resident parking permits were issued; versus 26,985 in FY12. The online renewal for qualified residents is in its fifth year and remains hugely popular. As of January 31, 58% of qualified residents applied and paid online; up from 53% during the previous year.
- New this permit renewal season, a proof of residency (POR) email address allows residents applying for permits in person to more easily prove Cambridge residency. Residents are able to email utility bills directly from their cell phones to Traffic Department staff when they are at the City Hall Annex. This change improves service and is a great benefit to residents who do not receive a paper copy of their bills or did not bring proof of residency with them.
- The resident parking database was updated to allow for the collection of email addresses so that future renewal reminders can be sent via email.
- 90 photos were submitted for the 2013 Resident Parking Permit Photo Contest. The winner of the contest was Jeff Myers. The title of his winning photo is "Porter Square Reflections." Many of the other photos submitted were published in the Resident Information Booklet and the 2nd annual photo contest calendar. All submissions from the past eight years can be seen on the Traffic Department's website. Eleven of the photos from the photo contest were displayed in the City Hall Annex lobby and the photographers were invited to join a celebration on January 29, one of the busiest days in the building for permit renewals.

The refreshments at the celebration seemed to ease a bit of the frustration for those waiting in the very long line!

Parking Ticket Adjudication and Payment Processing:

- Improvements have been made to the online adjudication process to improve efficiency and response time. Clients can now upload pictures, receipts or other pertinent information to the dispute form. Hearings are recorded and saved for review as needed.
- Permits and tickets have barcodes and all cashier stations are equipped with barcode scanners. This speeds up processing and prevents any data entry errors.

Snow:

- An additional off-street parking lot on Waverly St. has been provided by MIT for resident parking during snow emergencies.
- Implemented a pilot "flip" signs program on Inman, Bigelow, Pearl and Oxford Streets. Signs can be opened anytime a snow emergency causes a parking ban on these streets to remain in effect. This program will be expanded to other streets based on our experience this year.

Development/Zoning:

- Worked closely with the Community Development Department (CDD) on the Kendall Square Central Square (K2C2) zoning study. Worked on traffic analysis, evaluated parking, prepared responses to transportation issues raised by the committee and helped produce materials for public meetings.
- Evaluated parking needs and recommended traffic mitigation to the Planning Board for large development projects. Monitored Planning Board special permit traffic mitigation to ensure compliance.
- Consulted with numerous developers on site design and parking layout for small development projects.
- Researched and recommended to developers and Planning Board shared parking programs.
- Assisted Community Development Department in preparing new bicycle parking zoning to support the goal of 10% of all trips in Cambridge be made by bicycling.
- Conducted the annual bicycle count in Harvard Square in mid-September, 2012. The results showed that the number of bicycles parked throughout Harvard Square at that time increased from 333 in 2010 to 439 in 2012, an increase of 106 bicycles or 32%. During that same two-year time period, installed approximately 179 new bicycle parking spaces, increasing available bicycle parking in Harvard Square by 75%.

Engineering:

- Completed Prospect Street Evaluation. New markings installed in fall 2010 dropped the 2nd northbound lane to add opposing left-turn only lanes at all the intersections. These were high crash location intersections. Traffic volumes were measured before and after. The northbound volume decreased by about 10%, predominately between 3 and 5 p.m. The southbound and weekend volumes remained about the same. It is too soon to evaluate the crash data. Responses from all modes using the road have been positive.
- Formed a new partnership with the Crime Analysis Unit of the Police Department in an effort to further reduce vehicle crashes. Shared data, analysis methods and tools, and ideas. Focused on pedestrian and bicycle crashes. Began annual tracking of crashes at 219 intersections citywide. Identified areas to be targeted for engineering and/or enforcement.
- Traffic signal safety improvements were made at Massachusetts Avenue at Inman Street and at Broadway at Galileo Way.
- Bike lanes were added on Cambridge Street from Prospect Street to First Street and on Somerville Avenue.
- Installed temporary markings on Massachusetts Avenue and Prospect Street for federally sponsored bike lane study.
- Seven intersections were evaluated for all-way stop requests, resulting in traffic control or parking modifications on three of these streets where a change met engineering criteria.
- Created a new software program that streamlines the tracking of traffic complaint investigations and traffic signal maintenance calls. Also computerized sign work orders to incorporate a real time inventory of materials.
- Updated the 2007 Traffic, Parking and Transportation Regulations.
- Recorded all typewritten individual traffic regulations (estimated at 6,300) into a database for future online access.
- Worked with the License Commission and the Police Department on the Pedicab pilot program.
- At the request of the Commission for Persons with Disabilities, created and posted a new regulation that prohibits parking/locking a bike to the sign pole for a disability parking space.

MassDOT Charles River Bridge Construction:

- Coordinated with state agencies on the Accelerated Bridge Program construction management plans to minimize disruptions on Cambridge roadways during bridge construction for both the Anderson Bridge, which is currently in construction, and the Longfellow Bridge, which will be under construction starting this summer.

- When completed, all Charles River Bridges will include bicycle lanes. Anderson Bridge includes the addition of a signal at Memorial Drive and Hawthorne Street; JFK Street and Memorial Drive will continue to have all left turns restricted.

Parking:

- Green Street Garage Repairs - Replaced a concrete wall at the garage exit with a large glass window to improve visibility for pedestrians and vehicles exiting the garage. Replaced the old, rusting window grates. Made concrete repairs to garage floors and columns and applied waterproofing coatings to stair towers and garage floors.
- First Street Garage Repairs - Repaired deteriorated concrete stairs and landings and replaced deteriorated floor drains. Replaced electric powered golf cart to maintain garage patrols for safety and security. Upgraded parking garage cashier terminals, software and entry gates.
- Parking Lots - Installed new multi-space pay stations that accept credit cards in the three Central Square Parking Lots on Bishop Allen Drive. Extended meter hours to 10 p.m. to support the parking needs of evening activity. Credit card usage immediately rose to 65% of all meter transactions. Availability of parking spaces after 6 p.m. in these lots has increased: previously they were full.
- Installed covered bicycle parking in Lot 5 for 24 bicycles and provided directional sign on Massachusetts Avenue.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		\$5,778,780
Parking Fund Parking Usage	\$5,778,780	
LICENSES AND PERMITS		\$452,500
Street Obstruction Permits	\$452,500	
FINES & FORFEITS		\$4,673,735
Parking Fines	\$4,673,735	
MISCELLANEOUS REVENUE		\$30,000
Private Grants	\$30,000	
TOTAL FY14 BUDGETED REVENUE		\$10,935,015

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$7,514,975
OTHER ORDINARY MAINTENANCE	\$3,303,040
TRAVEL & TRAINING	\$35,000
EXTRAORDINARY EXPENDITURES	\$82,000
TOTAL FY14 BUDGETED EXPENDITURES	\$10,935,015

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	81	81	81

**TRAFFIC PARKING &
TRANSPORTATION
-Traffic Control**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$435,385	\$409,165	<p>TRAFFIC SIGNAL MAINTENANCE</p> <p>TRAFFIC ENGINEERING</p> <p>PAVEMENT MARKINGS/SIGN POSTING</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>FY14 GOALS:</p> <ul style="list-style-type: none"> ■ <i>GOAL 1: Implement programs that improve pedestrian safety and ease of mobility.</i> 	\$429,880
\$666,370	\$744,010		\$776,755
<u>\$614,280</u>	<u>\$580,340</u>		<u>\$564,555</u>
\$1,716,035	\$1,733,515		\$1,771,190

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of signalized intersections that are proactively studied for possible traffic signal timing changes	14	n/a	10	10
2. Number of intersections (signalized and non-signalized) at which a full safety evaluation study has been conducted	6	n/a	25	20

Figure 1: Snow and Ice Tickets issued by PCOs

The number of snow/ice tickets written by Parking Control Officers is in large part a function of the amount of snow that falls and how long snow/ice remains on the ground before melting. More than 50 inches of snow fell during the three years in which the most tickets were written. During the other two years, there was less than 36 inches of snowfall. FY12 was unusually warm with little snow. Consistent enforcement and clear communication about this regulation has led to more residents clearing sidewalks.

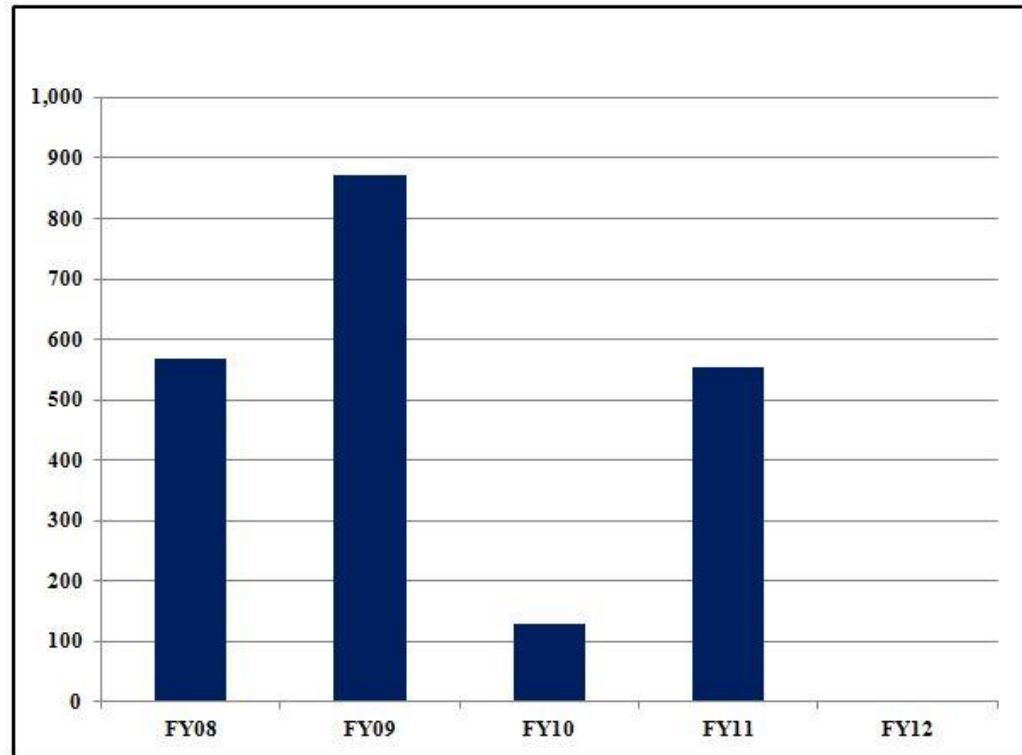
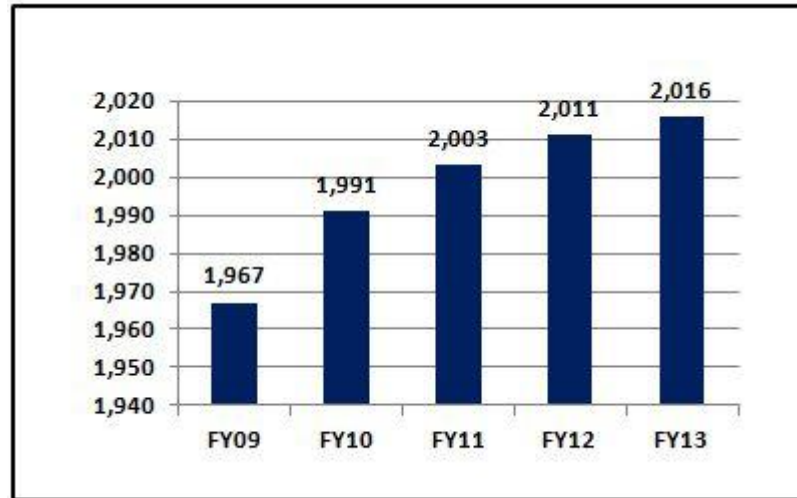


Figure 2: Total number of crosswalks

The street and sidewalk repair and traffic calming programs have created opportunities to add crosswalks. Traffic, Parking & Transportation now maintains markings at 2,016 crosswalks throughout the city. Crosswalks are reviewed annually with markings scheduled for repainting based on their condition.

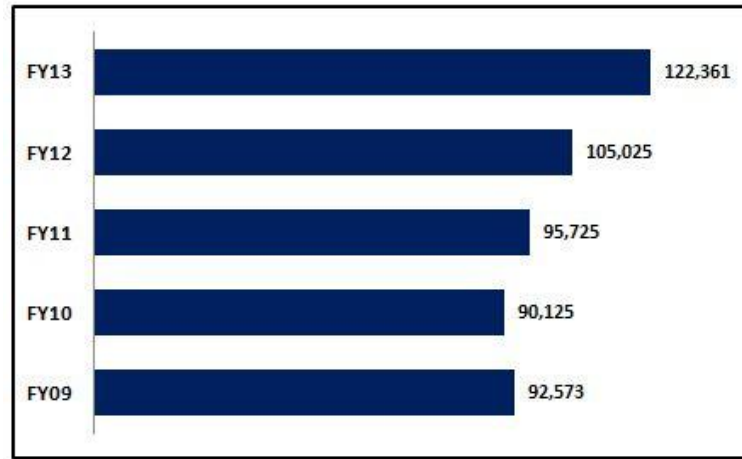


- **GOAL 2:** *Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of street obstruction and street closing permits issued	7,177	6,400	7,100	6,800
2. Number of moving van and moving container permits issued	5,478	n/a	5,500	5,600
3. Percentage of moving van permits submitted through pay online	91%	90%	91%	91%

- **GOAL 3:** *Increase safety on our streets by defining space allocated for vehicles and bicycles.*

Figure 3: Bike Facilities in Linear Feet



The increase in FY13 reflects changes on Cambridge Street and Somerville Avenue. These facilities contribute to the tripling in bicycle use we have seen since 2002.

- **GOAL 4:** *The Traffic Engineering Division maintains strong customer services and continues responding to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced or damaged traffic regulatory signs and street name signs.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	163	130	130	150
2. Total number of completed traffic studies	15	6	12	12
3. Total number of traffic regulatory signs replaced or installed	2,137	1,700	1,900	1,900
4. Total number of street name signs replaced	140	150	100	150

- *GOAL 5: Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and Planning Board in reviewing and identifying mitigation measures.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	9	8	8	8

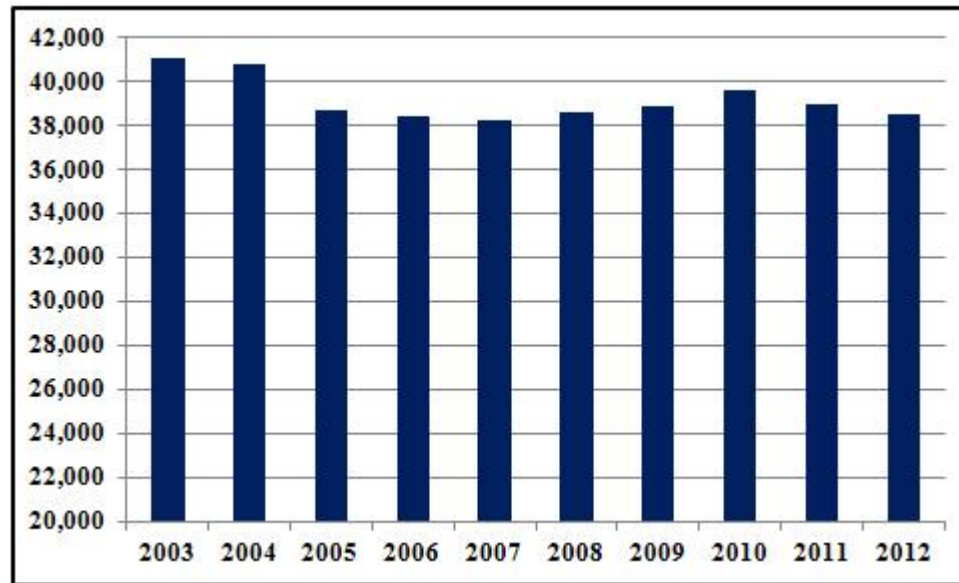
ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**TRAFFIC PARKING &
TRANSPORTATION
-Parking Control**

<p>\$1,989,845 \$1,484,755 \$990,925 <u>\$2,795,430</u> \$7,260,955</p>	<p>\$1,982,015 \$1,561,675 \$995,250 <u>\$2,925,405</u> \$7,464,345</p>	<p align="center">PARKING SERVICES PARKING METER MAINTENANCE OFF STREET PARKING PARKING ENFORCEMENT</p> <p>parking regulations.</p> <p>The Parking Services Program is responsible for issuance of resident parking permits and visitor parking permits, and collection and adjudication of parking tickets. They are extremely busy from November through January when residents renew their permits. Customer service is continuously being improved to provide as many services as possible online as well as incorporating other ways to assist the public.</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 City's parking lots now have multi-space pay stations which accept quarters and credit/debit cards.</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; the contract to operate these facilities; and the preventive maintenance program for the two structures.</p> <p>FY14 GOALS:</p> <ul style="list-style-type: none"> ■ <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> 	<p>\$2,105,425 \$1,801,970 \$1,003,500 <u>\$3,119,590</u> \$8,030,485</p>
---	---	---	---

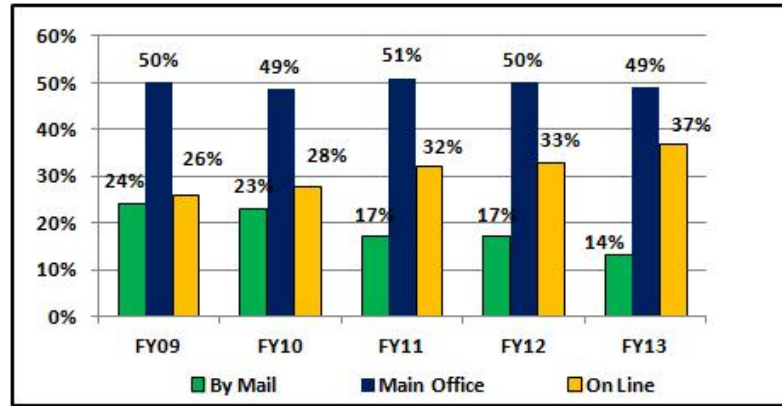
PURPOSE & OVERVIEW: The Parking Control Division is responsible for the residential and metered parking programs, the City's two parking garages and nine metered parking lots, and for the enforcement, processing and adjudication of the City's

Figure 4: Parking Stickers Issued Each Year



The general trend in annual resident permits issued has been down. During this time period, the number of household units has increased.

Figure 5: Methods of applying for resident parking permits during the annual permit renewal season (November - January)



FY09 was the first year that qualified residents could apply online to renew their resident parking permits. Now more than one-third of renewals are completed online and over half are done without residents having to come to the office.

- *GOAL 2: Provide short term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of on-street, short term spaces managed by parking meters and pay stations	3,101	3,125	3,122	3,122

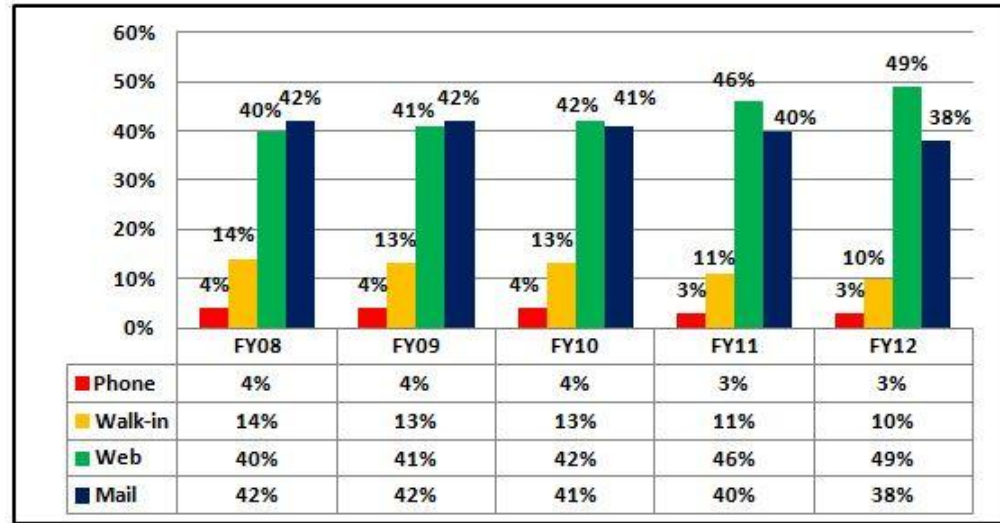
- *GOAL 3: Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	61%	61%	61%	61%

■ GOAL 3: (continued)

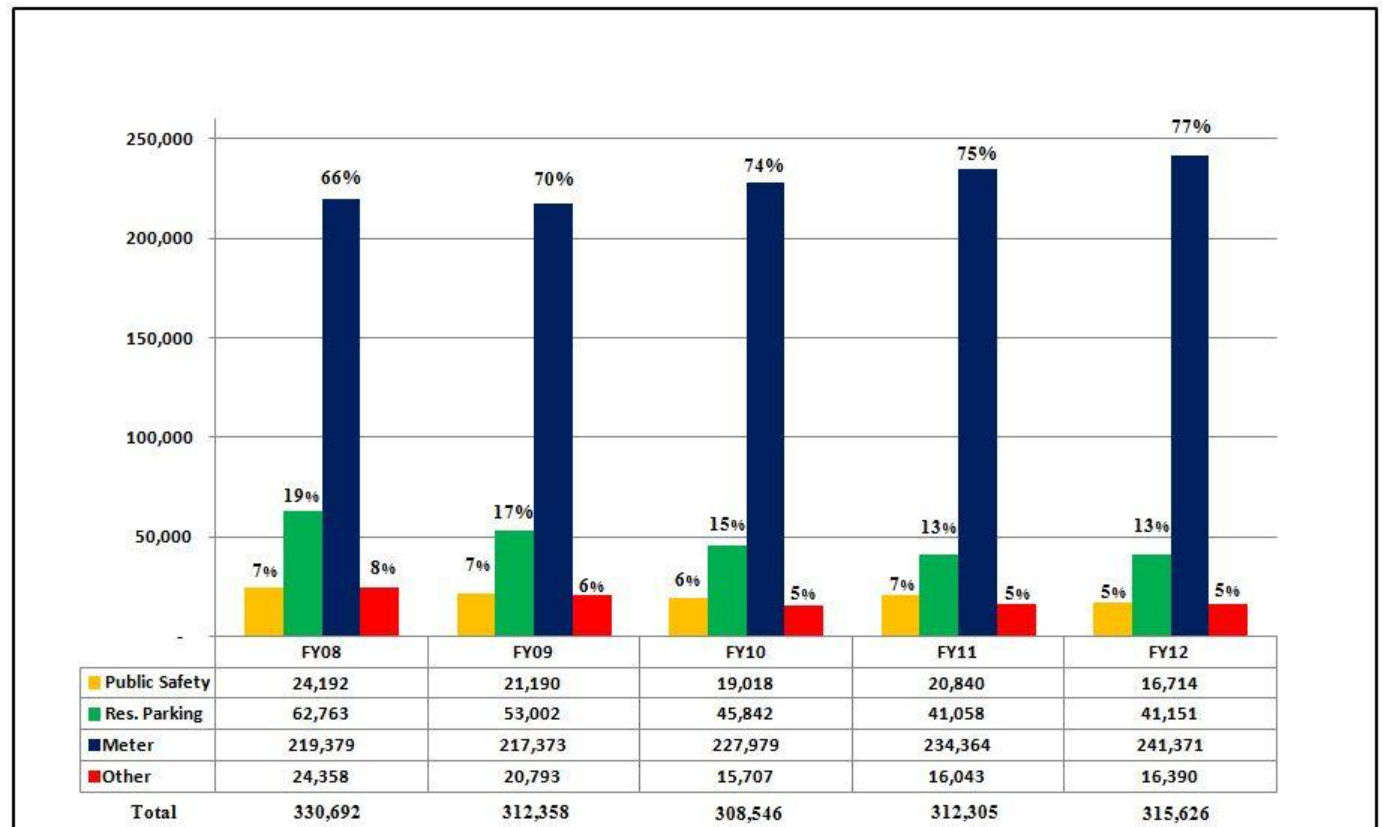
PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Percentage of tickets issued this fiscal year that have been paid this year	85%	85%	85%	85%
3. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	4%	5%	4.5%	4.5%

Figure 6: Methods of parking ticket payments



The four options for paying parking tickets allow for timely and convenient payment. In FY12, 90% of people paid without having to come into the office. Since FY06, online payments have grown dramatically, from 23% to 49%. This increase has come with a corresponding reduction in mail-in and walk-in payments.

Figure 7: Parking tickets written by Parking Control Officers 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**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

<u>\$992,165</u> \$992,165	<u>\$1,001,525</u> \$1,001,525
-------------------------------	-----------------------------------

ADMINISTRATION \$1,133,340 **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.

FY14 GOALS:

- *GOAL 1: Seek to continuously improve the efficiency and professionalism of Department staff, procedures and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.*

- *GOAL 2: Maintain up-to-date website with useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of web forms submitted for signal inquiries	58	70	100	75
2. Number of web forms submitted for sign inquiries	78	75	50	50
3. Number of web forms submitted for parking consideration	3,979	3,600	3,600	3,600
4. Number of web forms submitted for parking ticket disputes	12,348	12,000	13,000	13,000
5. Number of visitors to Department's website	183,841	160,000	180,000	175,000

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

POLICE REVIEW AND ADVISORY BOARD

<u>\$66,015</u> \$66,015	<u>\$71,050</u> \$71,050
-----------------------------	-----------------------------

POLICE REVIEW AND ADVISORY BOARD

\$73,440
\$73,440

PURPOSE & OVERVIEW: The Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance to provide for citizen participation in reviewing

Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. PRAB consists of five civilians who are representative of the City's racial, social and economic composition. PRAB conducts and reviews prompt, impartial and fair investigations of complaints. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Initiated and implemented an outreach effort to neighborhood organizations and community groups across the City to improve understanding of PRAB, its work and the process of filing complaints.
- Participated in designing, observing and reviewing Police Department trainings for its officers on preventing racial profiling and on building and maintaining legitimacy with members of the public.
- Participated in a seminar on police legitimacy and procedural justice with police executives and community representatives from across Massachusetts and other New England states, led by Prof. Tracey Meares, Deputy Dean of Yale Law School.
- Served on the board of directors of the National Association for Civilian Oversight of Law Enforcement (NACOLE), increasing the City's engagement with nationwide efforts to promote and improve civilian oversight, and enhance fair and professional law enforcement agencies which are responsive to community needs.

FY14 GOALS:

- *GOAL 1: Conduct 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Public outreach and information sessions held	1	12	12	12

- *GOAL 2: Provide effective case intake, referral process, investigations and investigative findings and actions, in conjunction with the Professional Standards Unit of the Cambridge Police Department.*

Table 1: The following table lists the number of formal complaints received by the Police Department and PRAB during the last six calendar years.

Case Activity	2007		2008		2009		2010		2011		2012	
	<i>Opened</i>	<i>Closed</i>	<i>Opened</i>	<i>Closed</i>	<i>Opened</i>	<i>Closed</i>	<i>Opened</i>	<i>Closed</i>	<i>Opened</i>	<i>Closed</i>	<i>Opened</i>	<i>Closed</i>
PRAB Complaints	2	2	8	8	9	9	5	5	4	3	7	7
CPD Complaints	9	9	14	14	15	15	12	12	7	5	16	8
TOTAL	11	11	22	22	24	24	17	17	11	8	23	15

- *GOAL 3: Collaborate with the Police Department and other City departments to train Board members and police officers, in order to enhance the effectiveness of the Board's work.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Training sessions for Board members	4	4	4	4
2. Police training sessions attended by PRAB staff	3	4	4	4

- *GOAL 4: Work with the Police Department in reviewing and making recommendations relating to policies, practices and procedures of the Police Department.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$73,440
Real Estate Taxes	\$73,440	
TOTAL FY14 BUDGETED REVENUE		\$73,440

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$69,740
OTHER ORDINARY MAINTENANCE	\$700
TRAVEL & TRAINING	\$3,000
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$73,440

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	1	1	1

INSPECTIONAL SERVICES

ACTUAL FY12	PROJECTED FY13	BUDGET FY14
------------------------	---------------------------	------------------------

\$2,784,185	\$2,903,165	INSPECTION/ENFORCEMENT	\$2,935,290
\$210,930	\$216,725	ZONING APPEAL BOARD	\$224,755
\$0	\$20,000	BOARD & RAZING	\$20,000
\$2,995,115	\$3,139,890		\$3,180,045

PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that pertain to the Massachusetts State Building Code. 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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

Administration

- Introduced an online permitting program that allows the public to apply and pay for permits online and enables viewing the status of active permits.
- Staff participated in the preparation, testing and training during the implementation of the online Permitting Program which greatly enhanced the process.
- Implemented the use of tablet computers used in the field by all inspectors to track the inspection process by Building, Electrical, Plumbing, Housing and Sanitary Inspectors. The information is uploaded to the Permitting Program in real time.
- Along with IT, ISD introduced a new department website that features the online Permitting Program and valuable information for the public.

Housing/Sanitary

- Continued to strictly enforce the Dumpster Ordinance before a license is issued and to re-inspect dumpsters on an ongoing basis.
- Hosted Anti-Choking training courses to enable food service establishments to obtain required certifications.
- Participated with other City departments and community agencies at group meetings, regarding hoarding, to collaborate with various personnel on aiding residents in the process of cleaning and organizing out their homes to make them a safer and healthier place to live.

- Participated in the Rodent Task Force to coordinate with various departments and residents to control and monitor the rodent population.

Building

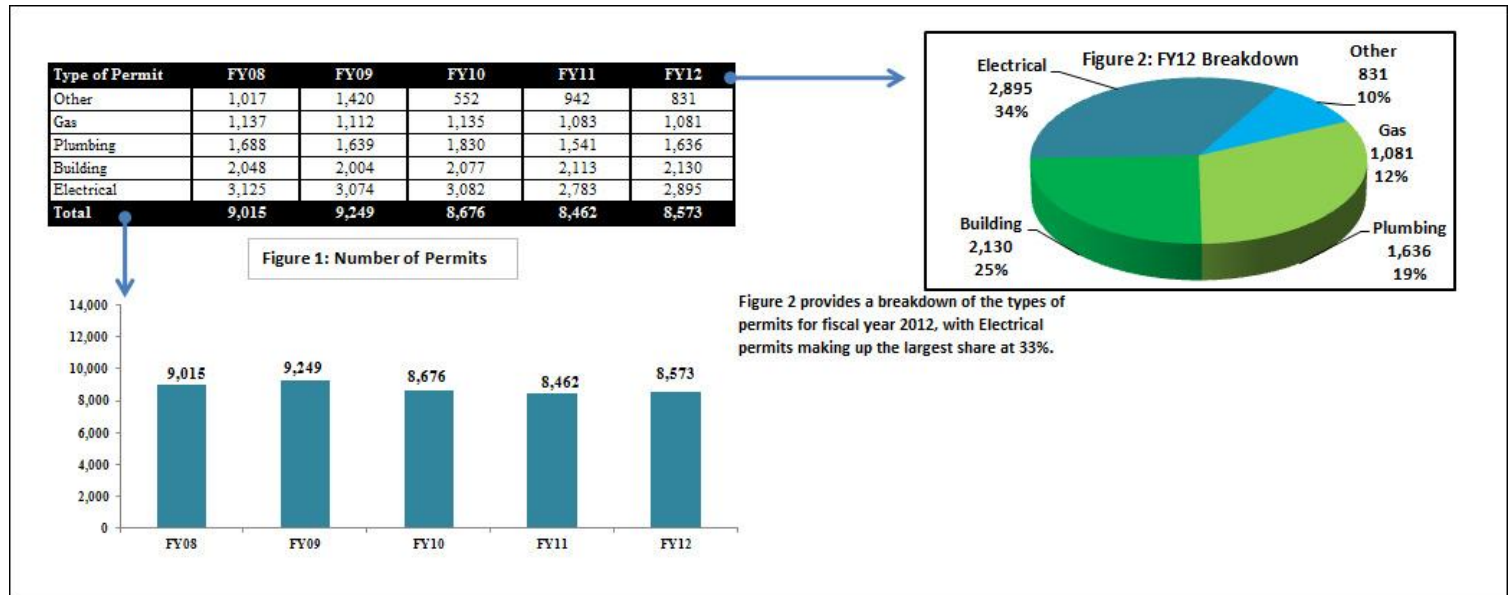
- Continued to inspect multi-unit buildings to ensure safety and compliance with Massachusetts Building Code.
- Enforced Energy Code and Stretch Code during permitting process for new buildings.

Zoning

- Accepted and processed Variance and Special Permit applications through the online Permitting Program which tracks all steps in the process.

Table 1: Permits Issued by Category

This table represents the number of permits issued, by category, in a given fiscal year.



FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of multi-family inspections	1,303	1,450	1,325	1,475
2. Number of compliance inspections	5,268	5,000	5,500	5,100

- *GOAL 2: Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with the State's minimum requirement of two compliance inspections per year and by improving community access to inspection reports.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of compliance inspections and re-inspections	2,234	2,300	2,300	2,300
2. Number of complaints received	167	175	175	180
3. Number of food handling establishments in Cambridge	931	960	1,007	980
4. Number of Transfat inspections completed	1,096	1,280	1,280	1,280

- *GOAL 3: Process all applications for zoning relief in an efficient manner in accordance with the requirements of applicable State laws and conduct zoning meetings.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. BZA requests for relief heard within time frame stipulated by law	100%	100%	100%	100%
2. Number of BZA applications	121	150	150	160

- **GOAL 4:** *Process and respond to citizen housing conditions and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	100%	100%	100%
2. Number of formal complaints	1,726	1,150	1,600	1,400
3. Number of inspections	5,529	4,000	5,500	4,200
4. Number of court hearings	334	250	250	250
5. Number of licensed dumpster inspections completed	751	800	800	775

FINANCING PLAN	SUMMARY
TAXES	(\$3,105,655)
CHARGES FOR SERVICES	\$73,500
LICENSES AND PERMITS	\$6,109,200
MISCELLANEOUS REVENUE	\$103,000
TOTAL FY14 BUDGETED REVENUE	\$3,180,045

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$3,018,940
OTHER ORDINARY MAINTENANCE	\$140,680
TRAVEL & TRAINING	\$10,425
EXTRAORDINARY EXPENDITURES	\$10,000
TOTAL FY14 BUDGETED EXPENDITURES	\$3,180,045

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	27	27	27

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

LICENSE COMMISSION

\$672,425
\$164,165
\$836,590

\$712,195
\$165,485
\$877,680

LICENSE
CONSUMER
\$855,295
\$175,675
\$1,030,970

PURPOSE & OVERVIEW: The Board of License Commissioners was established in the early part of the last century. The Commission consists of a three-person

public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules and 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, food trucks and garages. The Commission remains committed to educating both licensees and the general public in an effort to reduce societal problems caused by underage drinking and other alcohol related issues.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

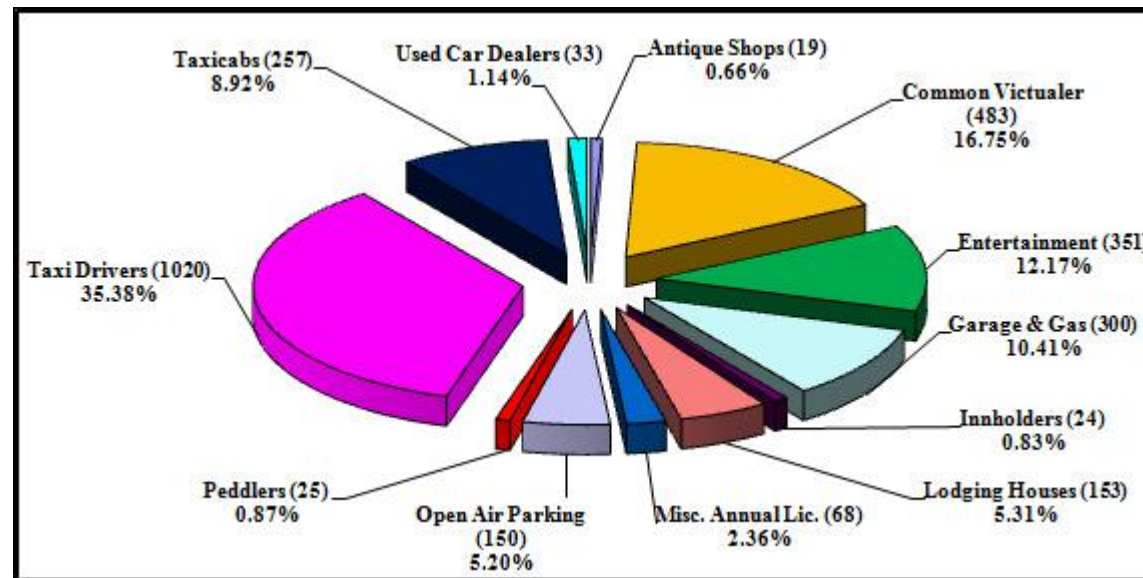
- The License Commission developed a Pedicab Pilot Program which will put 20 pedicabs on the streets of Cambridge from March through October 2013. Included with this program was the promulgation of regulations for pedicabs.
- The License Commission participated in the pilot program for the Riverside Mobile Foodtruck Program which brought a variety of culinary delights to Riverbend Park on Sundays during the summer months.
- The License Commission granted several new restaurant licenses and approved a Package Store transfer to the Kendall Square area to continue to increase the vibrancy of the area.
- In order to ensure adequate access to Cambridge Taxicabs for the general public, the Commission began permitting all taxicab dispatch associations and also promulgated new regulations.
- The Consumers' Council partnered with the License Commission to work with the taxicab industry to create better price disclosure in Cambridge's fleet of taxicabs. This included the creation of a clear, concise rate sticker posted in each taxicab; ensuring taxicabs disclose accepted payment methods and properly post minimums; and educating taxicab drivers about consumer protection laws.
- The Consumers' Council introduced a new consumer education initiative entitled WirelessED, which is designed to help consumers learn about mobile voice and data services and manage their use of such services in a cost-effective way. The program features one-on-one technical support in setting up voicemail, programming address books and assistance performing various other phone functions.
- The Consumers' Council continues to partner with the Federal Trade Commission, the Massachusetts Executive Office of Consumer Affairs and Business Regulation and the United States Postal Inspector's Office to provide free public document shredding for residents in order to promote awareness about identity 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 2,883 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2013.



The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, with significant increases in the number of phone calls and walk-in customers making inquiries. The Commission processes and hears applications from local utility companies regarding poles, conduits and fiber optics.

The License Commission Task Force is one of the major tools developed by the City to assist in the regulation of all restaurants and pouring alcohol establishments. Consisting of agents of the License Commission, Fire and Inspectional Services Departments, this investigative unit inspects all establishments under its purview to ascertain compliance with City rules and regulations, as well as building and fire codes.

FY14 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 275 alcoholic beverage licenses, by category, that were issued by the License Commission during Fiscal Year 2013.

Type of License	Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.36%
Breweries*	1	0.36%
Educational Institute (Wine & Malt Beverage)	5	1.82%
Educational Institute (All Alcoholic)	1	0.36%
Hotels (All Alcohol Beverage)	13	4.73%
Other Clubs (All Alcohol Beverage)	13	4.73%
Package Stores (Wine & Malt Beverage)	18	6.56%
Package Stores (All Alcohol Beverage)	22	8.00%
Restaurants (All Alcohol Beverage), 2am	55	20.00%
Restaurants (Wine & Malt Beverage) 2 am	1	0.36%
Restaurants (Wine & Malt Beverage) 1am	67	24.36%
Restaurants (All Alcohol Beverage), 1am	78	28.36%
TOTAL	275	100.00%
<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: FY12 Alcohol Disciplinary Hearings

Results of 5 Disciplinary Hearings held for alcoholic beverage establishments (7/1/11 – 6/30/12):

Form of Discipline	#
20 day license suspension, opening hour rolled back to 11:00 am and all nips to be placed out of sight.	1
Matter placed on file	1
3 day suspension license suspension	1
10 day license suspension with five days to be served and five days to be held in abeyance for 2 years. Closing hour rolled	1
Five day license suspension and elimination of alternate floor plan	1
Total	5

Figure 3a: Percentage of Alcohol Establishments Inspected

The License Commission attempts to inspect as many alcohol establishments as possible each year, however package stores are not subject to inspection by the Pouring Alcohol Task Force. During FY10 and FY11, the number of inspections declined due to a temporary reallocation of departmental resources to fully implement the Cambridge Request System. The License Commission expects this number to return to normal levels in subsequent years.

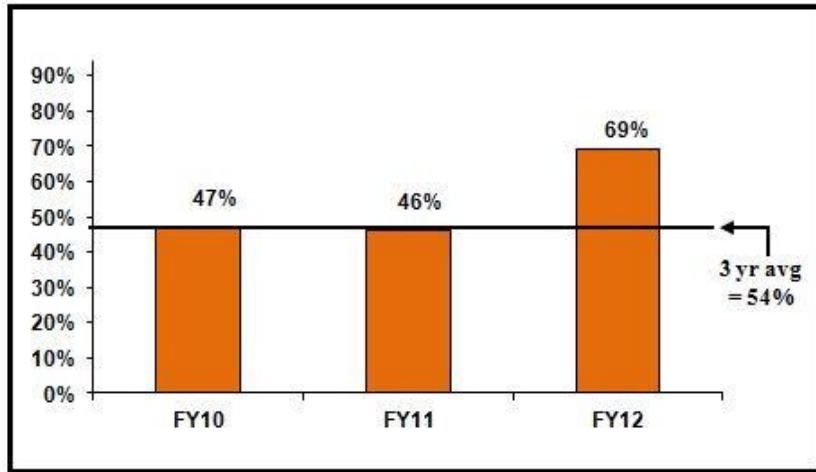


Figure 3b: Number of Alcohol Establishments Inspected

FY08	FY09	FY10	FY11	FY12	
191	187	100	100	153	Alcohol Licenses Inspected
210	220	215	225	225	Active On-Premises Licenses

- **GOAL 2:** Investigate all violations of out of town taxicab pick-ups.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	22	45	25	25

Table 1: Hackney Complaints

The License Commission’s Hackney Unit works to quickly resolve all written passenger and driver complaints. The Commission resolved 78 complaints in FY11 and 79 complaints in FY12. Not reflected below are the illegal out of town pick-ups by cabs licensed in other cities and towns.

Taxi Complaints	FY08	FY09	FY10	FY11	FY12	FY11-FY12 Change
Refusal (service animal)	1	1	0	2	0	(2)
Driver Assault & Battery	3	3	8	6	2	(4)
Items Left in Taxi for Reward	0	0	0	1	2	1
Failure to Use Meter	3	1	1	4	0	(4)
Stolen Jobs	6	2	1	1	0	(1)
No Change	4	2	3	1	4	3
Bad Driving	7	4	4	3	1	(2)
Threats	5	3	1	4	0	(4)
Refusal to Transport	24	13	17	8	21	13
Wrong location or route	7	2	3	6	9	3
Over-charging	9	11	8	8	14	6
Rude & Discourteous	19	13	19	16	17	1
Refusing discount coupon	2	4	1	1	1	0
Cab Stand Violation	3	4	4	4	1	(3)
Improper Operation of Taxicab	2	2	4	8	1	(7)
Smoking inside Cab	1	0	0	0	0	0
Short Fare Evasions/Failure to take Credit Card	22	5	8	5	3	(2)
Other	0	0	3	0	3	3
TOTAL	118	70	85	78	79	1

The License Commission has seen an increase in complaints against drivers who refuse to transport, and are rude and discourteous to passengers, which was one of the reasons the Commission instituted a mandatory 60-day training period for all new drivers.

- *GOAL 3: Promote social and cultural diversity and foster community.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	41	40	40	40

- *GOAL 4: Continue to work with Inspectional Services and the Fire Department to streamline the renewal process for liquor licenses under the Certificate of Inspection Sprinkler Law requirement, using CRS to provide a faster and more efficient method of renewal.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of alcohol licenses ready for renewal process by December 31	100%	100%	100%	100%

- *GOAL 5: Promote clean air vehicles by encouraging and adding "Clean Air Cabs" to the Cambridge Taxicab Industry, by dispersing grant funds to existing cab owners to supplement the cost of the conversion.*
- *GOAL 6: Continue to work with CLAB to educate alcohol licensees on safe alcohol operations and compliance with License Commission rules and regulations.*
- *GOAL 7: Continue to work towards reducing complaints and increasing professionalism within the taxicab industry.*

CONSUMERS' COUNCIL

PURPOSE & OVERVIEW: The Consumers' Council works in cooperation with the Attorney General of the Commonwealth. Its primary activity is the mediation of individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff is also watchful for any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the expertise and information gained from the hundreds of individual complaints filed each year by area residents, the Council can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry. The Council provides educational information to consumers through a variety of media including its web page, public workshops, distribution of consumer brochures and published articles. The Consumers' Council is a resource for, and works in partnership with, a variety of other City agencies to meet the diverse direct service needs of Cambridge residents.

FY14 GOALS:

- *GOAL 1: Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and*

information about their consumer rights. Where possible, structure educational activities for the elderly.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Educational workshops or public forums held in Cambridge	11	10	10	10
2. Written articles, brochures/newsletter publications, distribution efforts or significant web page additions	6	6	6	6

Figure 4: Consumer Complaints

In FY12, the Consumers' Council saw an increase in the number of complaints related to Telephone/Cable Television, with wireless service and billing disputes constituting the majority of complaints. The Consumers' Council believes this is due to consumers switching their primary form of telephone service from a landline to a wireless phone.

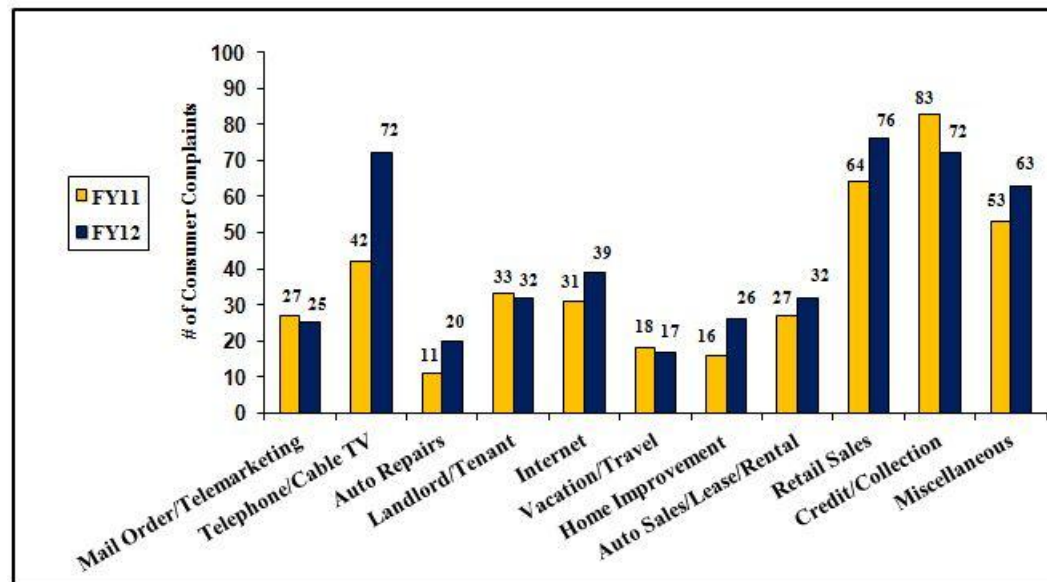


Figure 5: Complaint Resolution Process

The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY12 (7/1/11- 6/30/12)		Consumer Business Disputes Resolved In FY13 (7/1/12 - 12/31/12)	
Disputes Resolved in Mediation	301	Disputes Resolved in Mediation	179
Disputes Resolved in Court	18	Disputes Resolved in Court	10
Disputes Resolved by Other Means	138	Disputes Resolved by Other Means	84
TOTAL	457	TOTAL	273

The Consumers’ Council continues to serve as the Local Consumer Program for the City of Somerville and added the City of Waltham in FY13. Given this expanded jurisdiction, the Council continues to see an increase in the number of complaints received for resolution when compared to previous years.

- **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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Joint efforts with other City agencies or non-profits	8	8	8	8
2. State-level activities on behalf of consumers	7	6	6	6
3. National consumer partnership efforts	7	6	6	6

FINANCING PLAN	DETAIL	SUMMARY
TAXES		(\$1,215,490)
Real Estate Taxes	(\$1,215,490)	
CHARGES FOR SERVICES		\$24,160
Photocopy/Reproduction	\$160	
Lic Hearing/Advertising Fee	\$24,000	
LICENSES AND PERMITS		\$2,161,500
Alcoholic Beverage	\$950,000	
Common Victualer	\$54,000	
Miscellaneous Licenses	\$20,000	
Lodging Houses	\$287,000	
Garage/Storage Of Inflammable	\$318,000	
Shops & Sales	\$3,000	
Hackney Carriage/Drivers	\$77,000	
Motor Vehicle Related	\$72,500	
Hackney Application	\$6,000	
Entertainment Summary	\$185,000	
Pole & Conduit	\$168,250	
Disposal Company	\$2,000	
Property Use License	\$18,750	
FINES & FORFEITS		\$6,800
Hackney Fines	\$6,800	
INTERGOVERNMENTAL REVENUE		\$54,000
Consumer Comm (Att Gen)	\$54,000	
TOTAL FY14 BUDGETED REVENUE		\$1,030,970

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$968,810
OTHER ORDINARY MAINTENANCE	\$57,435
TRAVEL & TRAINING	\$4,725
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$1,030,970

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	9	9	9

ACTUAL FY12	PROJECTED FY13		BUDGET FY14	WEIGHTS & MEASURES
<u>\$129,630</u> \$129,630	<u>\$134,875</u> \$134,875	WEIGHTS AND MEASURES	<u>\$138,540</u> \$138,540	<p>PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with the 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 & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.</p> <p>FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • 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. • Educated business owners on the most recently passed law change, Chapter 138 of the acts of 2012, which changed the grocery market landscape by removing requirements to place an item price on every food and grocery item. Continue to provide outreach and education to business owners on local and state regulations and compliance. • Continued collaborations with 22-CityView to air Weights and Measures Public Service Announcements (PSAs), in a new constructive format to help increase viewer understanding of services. Aired one new PSA called <i>Item Pricing 101: Know the New Law</i>. • Member of U.S National Work Group on Electric Vehicle Fueling and Submetering. This collaborative group is currently working toward a single method of sale electricity for electric vehicles.

- Member of U.S National Work Group on Taximeters and Subcommittee on the Global Positioning System (GPS) and mobile telephone "apps" in transportation-for-hire services. Collaborations include revamping the taxi meter code and changes to GPS telephone applications.

FY14 GOALS:

- *GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Scales tested over 10,000 lbs.	7	7	7	7
2. Scales tested 5,000 to 10,000 lbs.	5	5	5	5
3. Scales tested 1,000 to 5,000 lbs.	5	5	5	5
4. Scales tested 100 to 1,000 lbs.	130	130	130	130
5. Scales tested 0 to 100 lbs.	720	735	670	670
6. Avoirdupois weights	100	100	100	100
7. Metric weights	210	210	210	210
8. Apothecary and Troy weights	175	175	175	175
9. Gasoline pump meters	370	370	370	370
10. Vehicle oil tanks	20	20	8	18
11. Reverse vending machines	34	34	34	34

- *GOAL 2: Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Prepackaged food inspections	1,062	1,100	1,100	1,150
2. Scanner system inspections	91	95	95	120

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Required inspections performed	257	257	257	257

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Additional inspections performed	144	140	140	147

■ *GOAL 4: Ensure equity and fairness in the marketplace by conducting inspections and providing educational materials to the public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of spot inspections performed	108	92	92	125

■ *GOAL 5: Monitor and update Department's web page to address citizen questions and complaints.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Citizens viewing web page	4,094	2,600	5,600	6,000

■ *GOAL 6: Utilize 22-CityView to produce a cable program on the activities of the Weights & Measures Department to provide outreach and education to consumers and business owners.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Creation of new public service announcements with 22-CityView	1	1	1	1

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$86,115
Real Estate Taxes	\$86,115	
CHARGES FOR SERVICES		\$34,000
Sealing Fees	\$34,000	
FINES & FORFEITS		\$500
W&M Civil Citations	\$500	
INTERGOVERNMENTAL REVENUE		\$17,925
State Cherry Sheet Revenue	\$17,925	
TOTAL FY14 BUDGETED REVENUE		\$138,540

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$128,515
OTHER ORDINARY MAINTENANCE	\$7,280
TRAVEL & TRAINING	\$2,745
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$138,540

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	1	1	1

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

ELECTRICAL

\$427,530	\$447,410		
\$70,420	\$50,185		
\$1,074,190	\$1,094,995		
\$1,051,505	\$1,129,940		
\$4,470	\$7,500		
<u>\$2,628,115</u>	<u>\$2,730,030</u>		
		ADMINISTRATION	\$456,140
		SIGNAL MAINTENANCE	\$129,710
		ELECTRICAL SERVICES	\$1,067,150
		EXTERIOR LIGHTING	\$1,173,910
		COMMUNICATIONS	\$14,000
			<u>\$2,840,910</u>

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.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Began working with a lighting consultant team to provide design services to determine lighting levels for all streets and prepared bid documents for purchasing and installation of proper lighting fixtures for the conversion to LED lighting for all neighborhoods.
- Upgraded cables and equipment for the municipal fire alarm system and continue to change the height of pedestals for fire boxes to meet ADA compliance.
- Installed wiring, cables and telephone systems at four new middle schools for the School Department: Tobin, Kennedy Longfellow, King Open and Peabody.
- 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. Also included were lights attached to streetlight poles along Mass Ave. from Harvard Square to Porter Square.
- Expanded the citywide fiber network to provide new connections for the citywide public safety radio system.
- Continued updating data wiring and equipment at all fire stations to improve dispatch processing from Emergency Communications for emergency calls.

FY14 GOALS:

- *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of fire alarm street boxes	624	624	624	624
2. Number of fire alarm systems in municipal buildings	37	37	37	37
3. Number of fire alarm system tests performed in City buildings	37	37	37	37
4. Number of service calls for disconnection or reconnection of private buildings	11,606	12,000	12,000	12,000
5. Cost per test - street boxes	\$28.34	\$29.21	\$29.21	\$29.88
6. Cost per disconnect/reconnect - street boxes	\$28.34	\$29.21	\$29.21	\$29.88

- *GOAL 2: The City will maintain street lighting and provide for optimum lighting in various neighborhoods and parks as a result of the purchase of streetlights from NSTAR Electric.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of lights	7,667	7,681	7,681	7,681
2. Number of streetlights maintained	6,607	6,621	6,621	6,621
3. Total number of park lights maintained	1,060	1,060	1,060	1,060
4. Percent of defective streetlights repaired within 72 hours	82%	85%	80%	80%
5. Number of lights repaired each year	1,180	1,100	1,100	1,100
6. Number of metal street light poles replaced with aluminum poles annually	22	40	35	35

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$2,110,110
Real Estate Taxes	\$2,110,110	
CHARGES FOR SERVICES		\$490,000
Master Fire Alarm Box Fee	\$140,000	
Signal Maintenance Fee	\$330,000	
Cut-Out/Plug-Out Fee	\$20,000	
LICENSES AND PERMITS		\$22,935
Street Obstruction Permits	\$22,935	
INTERGOVERNMENTAL REVENUE		\$207,865
State Cherry Sheet Revenue	\$207,865	
MISCELLANEOUS REVENUE		\$10,000
Traffic Knockdowns	\$10,000	
TOTAL FY14 BUDGETED REVENUE		\$2,840,910

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,537,780
OTHER ORDINARY MAINTENANCE	\$1,276,460
TRAVEL & TRAINING	\$1,670
EXTRAORDINARY EXPENDITURES	\$25,000
TOTAL FY14 BUDGETED EXPENDITURES	\$2,840,910

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	13	13	13

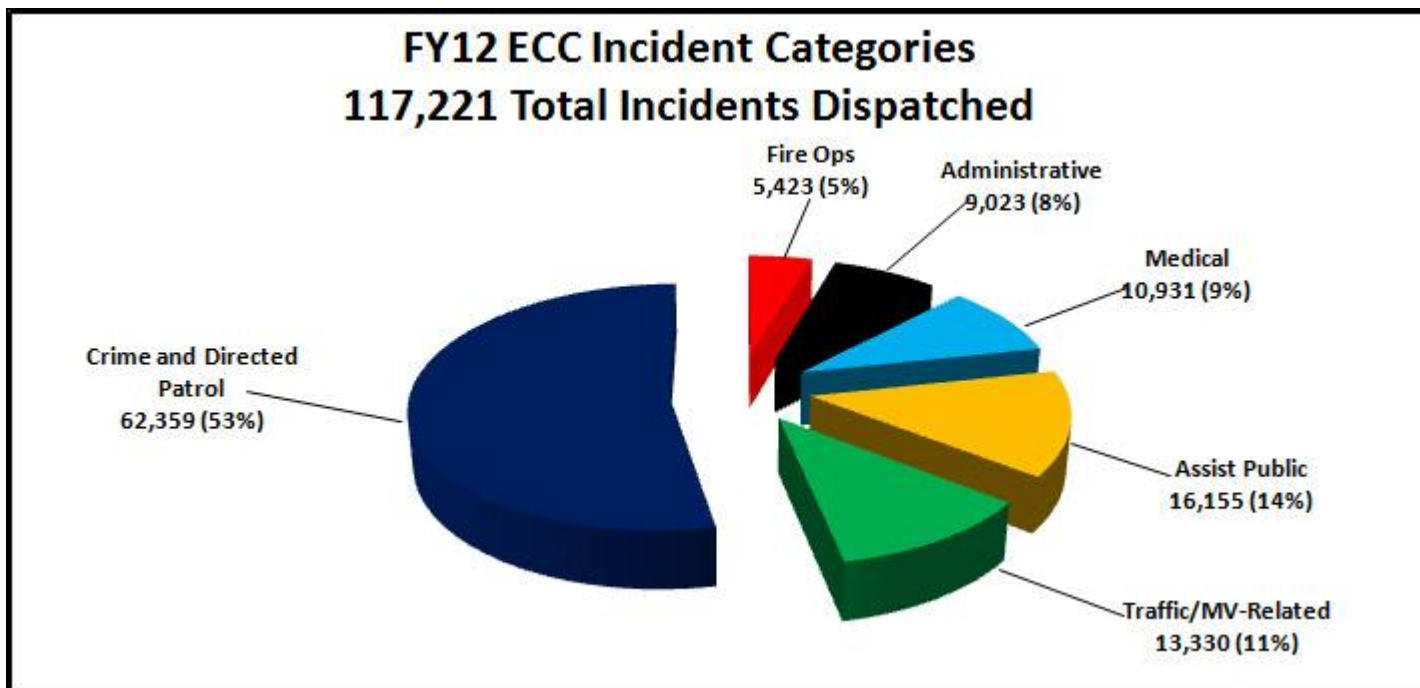
ACTUAL FY12	PROJECTED FY13		BUDGET FY14	EMERGENCY COMMUNICATIONS
<p><u>\$4,000,445</u> \$4,000,445</p>	<p><u>\$4,273,055</u> \$4,273,055</p>	<p>EMERGENCY COMMUNICATIONS</p> <p>Communications and 911 Center (ECC) located at the Robert W. Healy Public Safety Facility. The ECC receives calls for emergency service in the city and manages the coordinated dispatch of police, fire, EMS and other resources to respond to any emergency or request for public safety services that may occur. The Department is responsible for coordinating with the City's radio systems, public safety IT efforts and data networks. Finally, the Department participates in emergency planning and Homeland Security matters with various City, state and federal agencies.</p> <p>In the first six months of FY13, ECC dispatchers: generated 59,849 police, fire and EMS dispatches; processed 10,763 enhanced 911 call pickups from wireline phones; handled an additional 9,339 wireless 911 cell calls transferred from the State Police wireless 911 center; processed 85,309 non-911 and non-emergency calls for the Police and Fire Departments; received 656 fire box and City security alarm activations; recorded 3,200 fire box cutout transactions; and generated over 500,000 radio transmissions. In addition to this work, dispatchers in the ECC performed 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 1,710 special notifications to 6,000 businesses to update the database listing of their emergency telephone numbers; processed over 8,000 towed vehicles; produced over 400 recordings of 911 calls for the district attorney, police and fire agencies; 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>For FY13, three dispatcher positions will continue to be funded through a Public Safety Answering Point Support (PSAP) Grant funded from the State 911 Department, which is a formula-based reimbursement grant. These positions will allow the ECC to support over the phone police report intake from citizens as well as peak load 911 dispatch requirements.</p> <p>FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Projected to answer over 40,000 emergency calls and dispatch to over 118,000 police, fire and EMS incidents in the city. • Working with the Police, implemented a Twitter broadcast of important police incidents from the Computer Aided Dispatch (CAD) system so that citizens could be made aware of public safety activity in near real-time. • Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by 	<p><u>\$4,434,425</u> \$4,434,425</p>	<p>PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's combined Emergency</p>

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.
- Continued to assist in Phase 2 of the upgrade of the citywide trunked 800 Mhz radio system from analog to digital.
- Received grants totaling over \$372,000 from the State's 911 Department of Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 600 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.
- 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.
- Created and published an online towed vehicle application that allows citizens to quickly locate and retrieve their towed cars.

Figure 1: FY12 Requests for Service

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



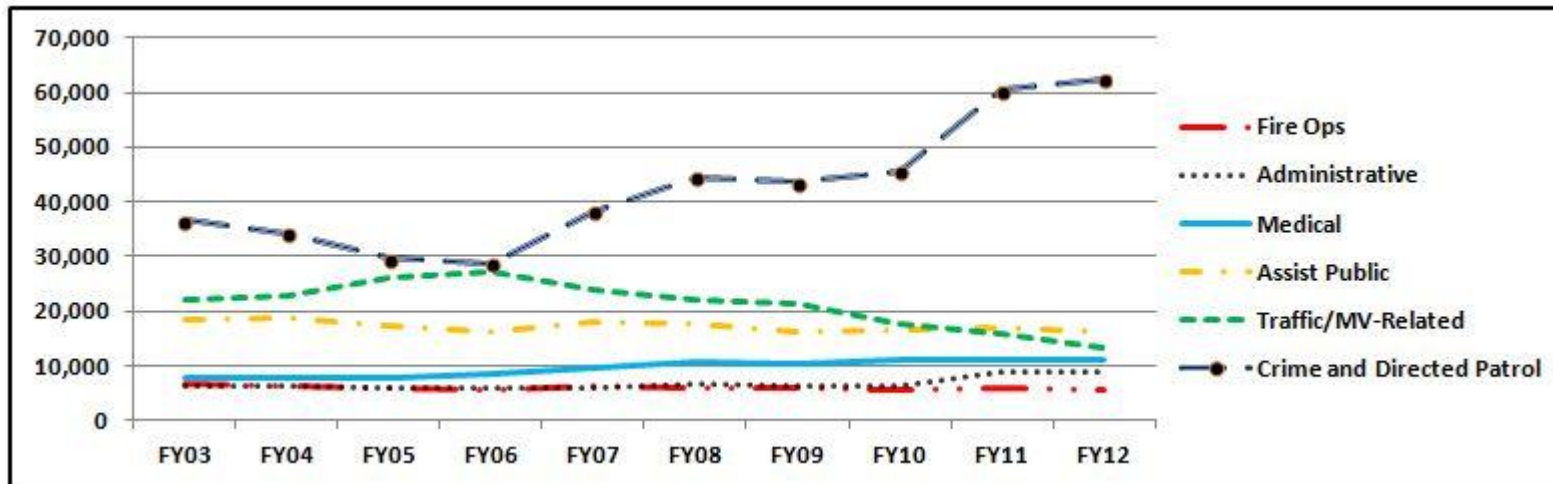
This figure shows that the largest fraction of service requests involves crime and directed police patrol assignments (now risen to 53%). Assists the public in quality-of-life matters and Traffic/MV related calls together account for 25% of service requests handled by ECC dispatchers.

Figure 2: 10 Year Historical Incidents Data (FY03 through FY12)

Category	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	% Change ('03-'12)	% Change ('11-'12)
Fire Ops	6,529	6,282	5,778	5,698	6,092	5,986	6,044	5,682	5,875	5,432	-16.8%	-7.5%
Administrative	6,407	6,402	5,892	5,960	6,048	6,718	6,244	6,240	8,748	9,023	40.8%	3.1%
Medical	7,607	7,670	7,908	8,373	9,531	10,723	10,326	10,978	11,104	10,931	43.7%	-1.6%
Assist Public	18,541	18,614	17,296	16,329	18,090	17,725	16,026	16,479	16,732	16,155	-12.9%	-3.4%
Traffic/MV-Related	21,971	22,898	26,181	27,219	23,772	22,066	21,443	17,754	15,726	13,330	-39.3%	-15.2%
Crime and Directed Patrol	36,659	34,179	29,689	28,796	38,232	44,402	43,588	45,539	60,392	62,359	70.1%	3.3%
Total	97,714	96,045	92,744	92,375	101,765	107,620	103,671	102,672	118,577	117,230	20.0%	-1.1%

Figure 3: 10 Year Historical Incidents Graph (FY03 through FY12)

Three categories show declining activity over a 10-year period. Service requests for the Crime and Directed Patrol category showed a 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 appeared to plateau after a steady 7 year rise of nearly 44%. In FY12 we saw a continued decrease in the number of Traffic and Motor-Vehicle-related incidents and well as decreases in Fire, Medical and Assist to the Public incidents. Crime and Directed Patrol incidents increased only slightly as did the recording of certain administrative activities.



FY14 GOALS:

- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of 911 call pickups (land lines)	20,813	30,000	22,000	22,000
2. Number of 911 call pickups (cell phones)	16,609	10,000	19,000	20,000
3. Percent of 911 calls not answered within 54 seconds	.01%	.01%	.01%	.01%
4. Percent Completion of Backup ECC Plan and Alternate Facility usage	15%	100%	80%	100%

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of training classes attended	122	100	140	130
2. Percent of dispatchers and supervisors fully cross-certified	24%	35%	22%	25%

- *GOAL 3: Improve handling of non-911 and non-emergency calls for assistance, including taking certain routine reports over the telephone (Teleserve).*

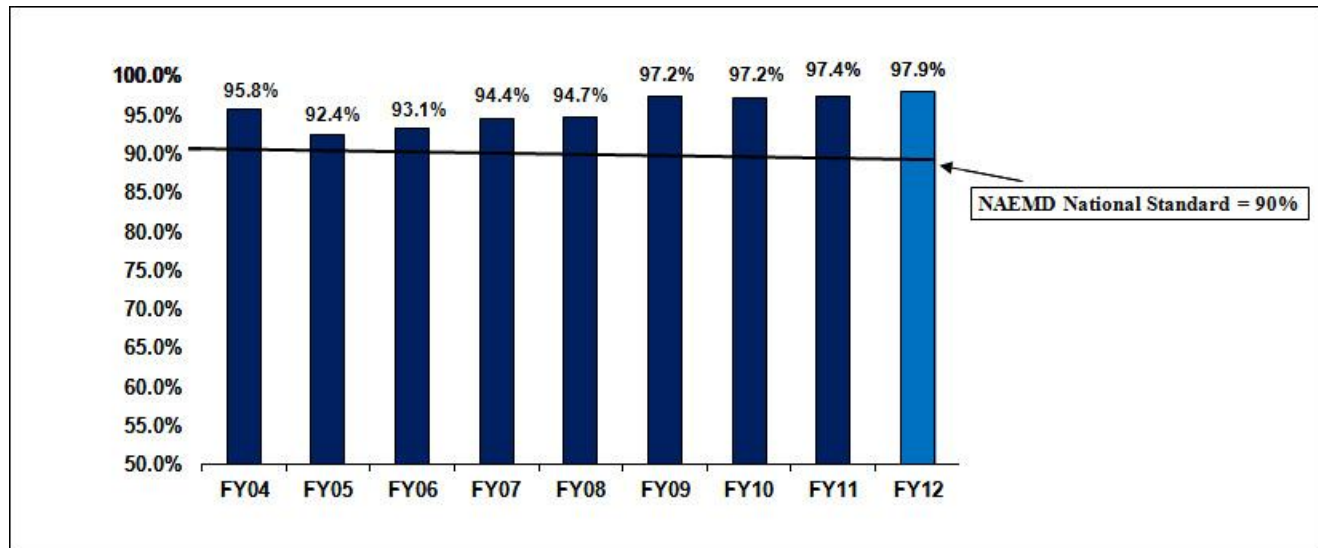
PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of non-emergency calls processed	152,199	160,000	200,000	200,000
2. Number of community meetings and events attended	16	12	12	14

■ **GOAL 3:** (continued)

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Number of teleserve reports processed by ECC staff	n/a	400	400	300

Figure 4: Dispatching Using Efficient Protocols

The ECC uses two special protocols for emergency medical and in-progress crime calls, respectively. A sample of the emergency medical calls is selected and reviewed as part of the ECC Quality Review program each month. The ECC’s goal for emergency medical calls is to reach and exceed the National Academy of Emergency Medical Dispatch (NAEMD) national standard of 90% compliance.



The chart above shows that in the last 9-year period, the ECC has exceeded the 90% EMD compliance score each and every year. This continuing high level of compliance means that callers with medical emergencies are assured that they are receiving the best call handling assistance and pre-arrival instructions from Cambridge dispatchers.

■ *GOAL 4: Improve the use of ECC Technology.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of CAD Advanced Topics learning modules developed and distributed in year to dispatchers	n/a	20	5	12
2. Number of emergency notifications made to citizens through the CodeRed system	n/a	n/a	83,950	90,000
3. Number of Computer Aided Dispatch Tweets made to citizens about public safety incidents	n/a	n/a	650	1,450

■ *GOAL 5: Improve handling of high priority EMS and In-Progress emergency calls.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percent of EMS and Police In-Progress calls handled by protocol	85%	95%	88%	90%
2. Percent of highest priority medical calls processed within 60 seconds	24%	40%	32%	35%

■ *GOAL 6: Expand the use of the regional dispatch center and public safety interoperable systems and applications.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Implement regional CAD display system that shows high priority incidents and resources in the Boston Metro area	n/a	100%	80%	100%

■ *GOAL 7: Achieve accreditation of Cambridge's 911 Center according to national standards.*

- *GOAL 8: Implement Secure Regional Online System (PSnet) for managing major emergencies.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$4,434,425
Real Estate Taxes	\$4,434,425	
TOTAL FY14 BUDGETED REVENUE		\$4,434,425

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$4,266,365
OTHER ORDINARY MAINTENANCE	\$148,210
TRAVEL & TRAINING	\$15,850
EXTRAORDINARY EXPENDITURES	\$4,000
TOTAL FY14 BUDGETED EXPENDITURES	\$4,434,425

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	38	38	38

SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
\$30,616,590	\$33,581,050	Public Works	\$32,859,690
\$14,349,575	\$13,980,505	Water	\$14,238,700
\$5,241,250	\$5,473,120	Community Development	\$5,676,340
\$583,965	\$597,660	Historical Commission	\$632,940
\$100,085	\$101,940	Conservation Commission	\$123,470
\$119,535	\$139,245	Peace Commission	\$143,940
\$1,346,245	\$1,477,040	Cable Television	\$1,474,795
<u>\$44,556,860</u>	<u>\$46,341,530</u>	Debt Service	<u>\$49,716,250</u>
\$96,914,105	\$101,692,090		\$104,866,125

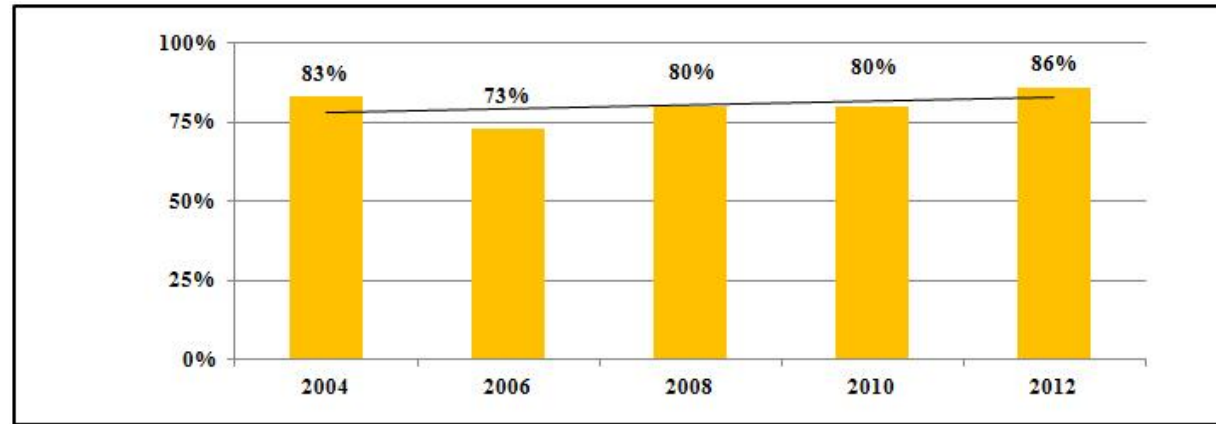
FINANCING PLAN	FY14 BUDGET
Taxes	\$59,662,665
Charges For Services	\$36,998,215
Licenses and Permits	\$615,000
Fines & Forfeits	\$1,198,195
Intergovernmental Revenue	\$4,401,215
Miscellaneous Revenue	<u>\$1,990,835</u>
	\$104,866,125

**PUBLIC WORKS
-Summary**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
<p>\$4,200,235 \$17,827,515 <u>\$8,588,840</u> \$30,616,590</p>	<p>\$4,479,405 \$20,423,795 <u>\$8,677,850</u> \$33,581,050</p>	<p style="text-align: center;">ADMINISTRATION SERVICE PROGRAMS SUPPORTING SERVICES</p>	<p>\$4,362,985 \$19,218,345 <u>\$9,278,360</u> \$32,859,690</p>
<p>The Department's major services include administration, business services, engineering, street and sewer maintenance, snow and ice, solid waste (street cleaning, rubbish removal and recycling), parks and urban forestry, the Cambridge Cemetery, public buildings, vehicle maintenance, off hours and energy management.</p> <p>FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS: IN SUPPORT OF CITY COUNCIL GOALS <i>Fostered community and supported neighborhood vitality. Supported opportunities for citizens to participate and to know each other within their neighborhoods and across the city.</i></p> <p>Public Works plays a major role in the development, maintenance and cleaning of public gathering places, including 127 parks and plazas, 35 public buildings, 125 miles of streets, over 200 miles of sidewalks and the 66-acre Cambridge Cemetery. In the most recent biennial <i>Cambridge Citizen Survey</i>, 86% of survey respondents rated the overall appearance of the city as either "excellent" or "good"— a six percent increase in positive ratings of the city's appearance during the past two years.</p>			

PURPOSE & OVERVIEW: The Department of Public Works provides dependable, high quality service, maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment.

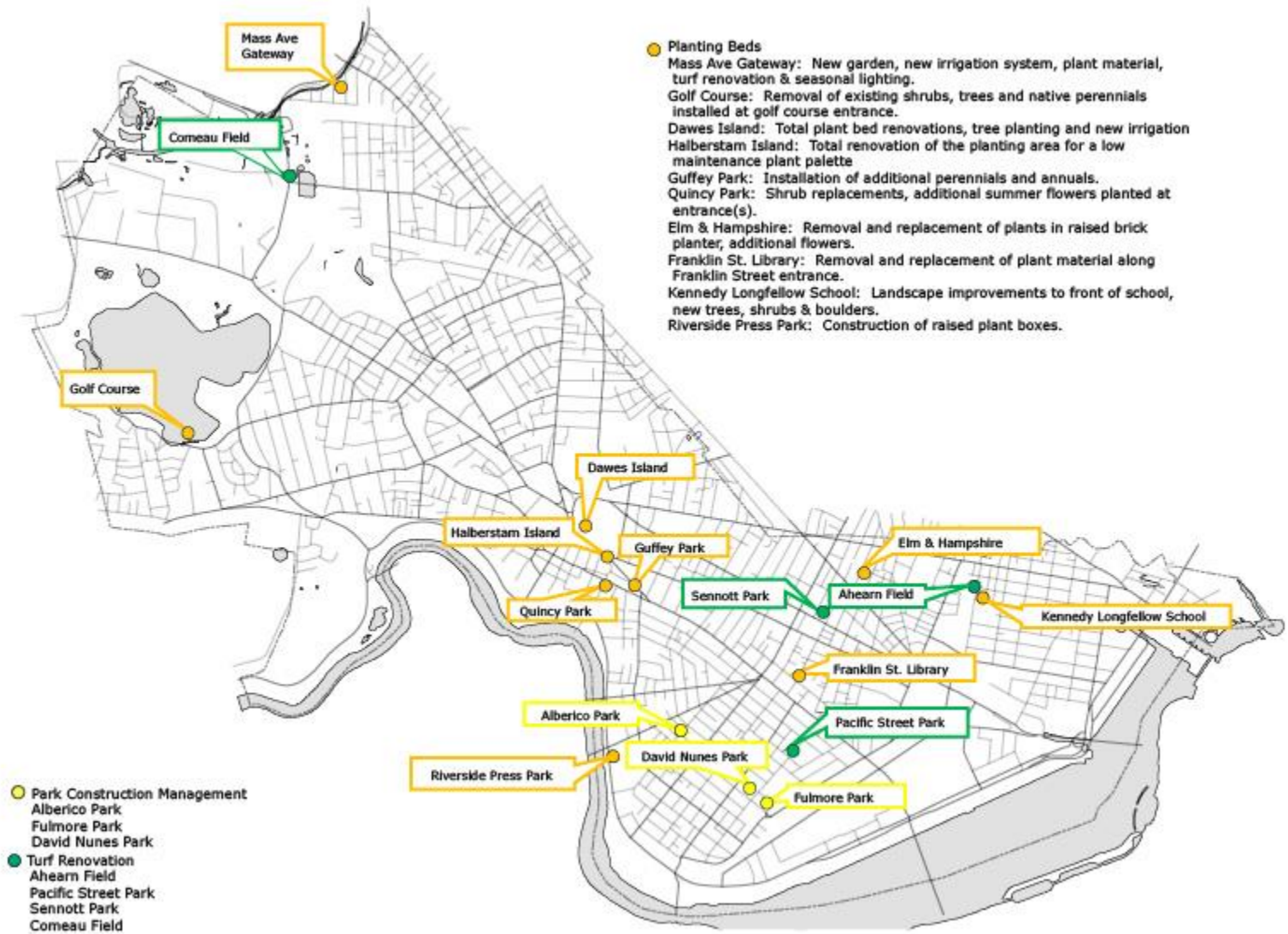
Figure 1: Percent of survey respondents rating Cambridge's overall appearance as "Excellent" or "Good" (2004-2012)



Source: Biennial Citizen Survey

Figure 2: Significant Public Works Park and Landscaping Projects in FY13

In addition to routine cleaning and maintenance operations, Public Works completed 10 major landscape improvement projects, 4 turf renovation projects and managed construction for 3 major park renovations (shown in Figure 2).



Public Works also supported over 200 special events-ranging from large festivals to neighborhood block parties and youth events - through the coordination of the interdepartmental Special Events Committee and provision of basic services. The Department seeks to engage members of the community in public discourse related to its core mission. The Department has three standing committees-the Recycling Advisory Committee, the Committee on Public Planting and the Rodent Control Task Force-to provide the community with opportunities for regular involvement in discussions around core Public Works service areas of solid waste management, parks and urban forestry and rodent control.

In addition, the Department facilitated public meetings and processes about significant public infrastructure projects, which in the past year have included the Alewife Sewer Separation Program (particularly as it relates to neighborhood construction in the Huron and Concord Avenue areas) and the Western Avenue improvements. These meetings provide the community with an opportunity to give feedback to project staff, learn about what to expect during construction, and how to get additional information or assistance. In addition, these meetings served an educational role about public investments being made to improve water quality, reduce sewer back ups, and create safe and accessible spaces for all users. Public Works also evaluated public improvements after their completion, and gave users of the newly improved section of Concord Avenue between Alewife Brook Parkway and Blanchard Road an online survey that was promoted via e-mail, flyers and notices along Concord Avenue; to date, 76% of survey respondents have indicated that they like the improvement project.

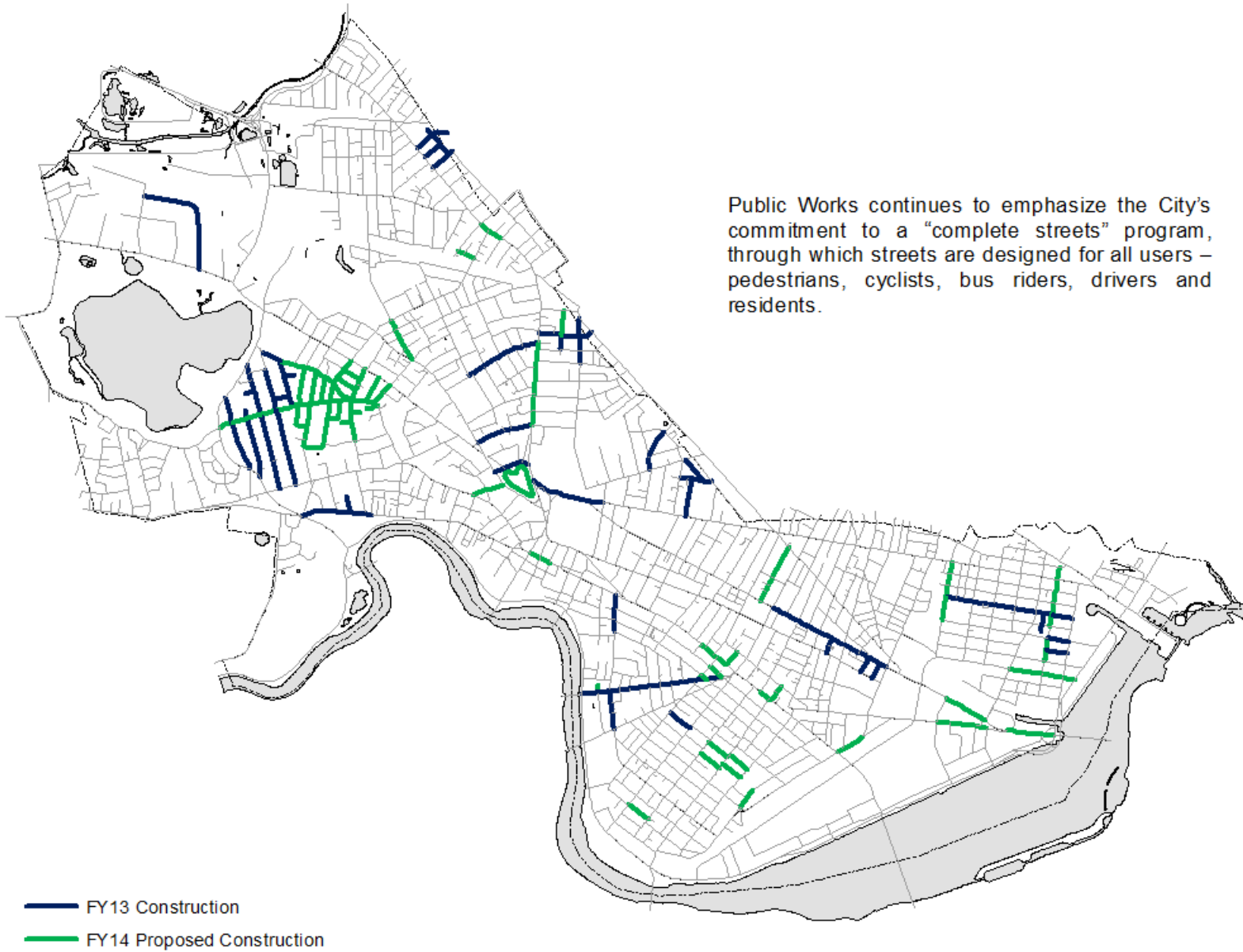
Public Works staff provided customer service and public information through 24-hour phone coverage, as well as through e-mail, website, Facebook, Twitter, Cambridge iReport and the distribution of notices. In FY13, the Department continued to focus on improving social media and website information, adding another full-time community relations manager position to support outreach related to major sewer separation projects.

Working with Information Technology Division (ITD), Public Works expanded resources for mobile device users, including launching a mobile optimized website, adding new service categories to Cambridge iReport (including snow plowing, sidewalk defects, urban forestry, litter removal and miscellaneous issues), and embedding more user-friendly maps in the Department's website. Public Works also worked with ITD to transition the Department's main phone line to Voice over Internet Protocol (VoIP), to provide a streamlined process and more call menu options for customers.

Promoted public safety to address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

Public Works is responsible for the maintenance and improvement of 125 miles of streets and over 200 miles of sidewalks, and in FY13 managed \$21 million in street and sidewalk improvement contracts at locations identified in the *Five Year Sidewalk and Street Reconstruction Plan*. The *Five Year Plan* is updated annually in close coordination with the City's Commission for Persons with Disabilities, Pedestrian Committee and Bike Committee.

Figure 3: Street and Sidewalk Construction (FY13-FY14)



Public Works oversaw approximately 2,000 construction permits held by private contractors impacting public infrastructure. In an effort to improve contractors' responsiveness to community needs, the Department produced a brochure highlighting permittees' responsibilities in providing safe and accessible access for all pedestrians and required that all contractors who regularly apply for permits to work in the public right-of-way attend an informational session about safe and accessible work zones, stormwater management, community relations and tree protection.

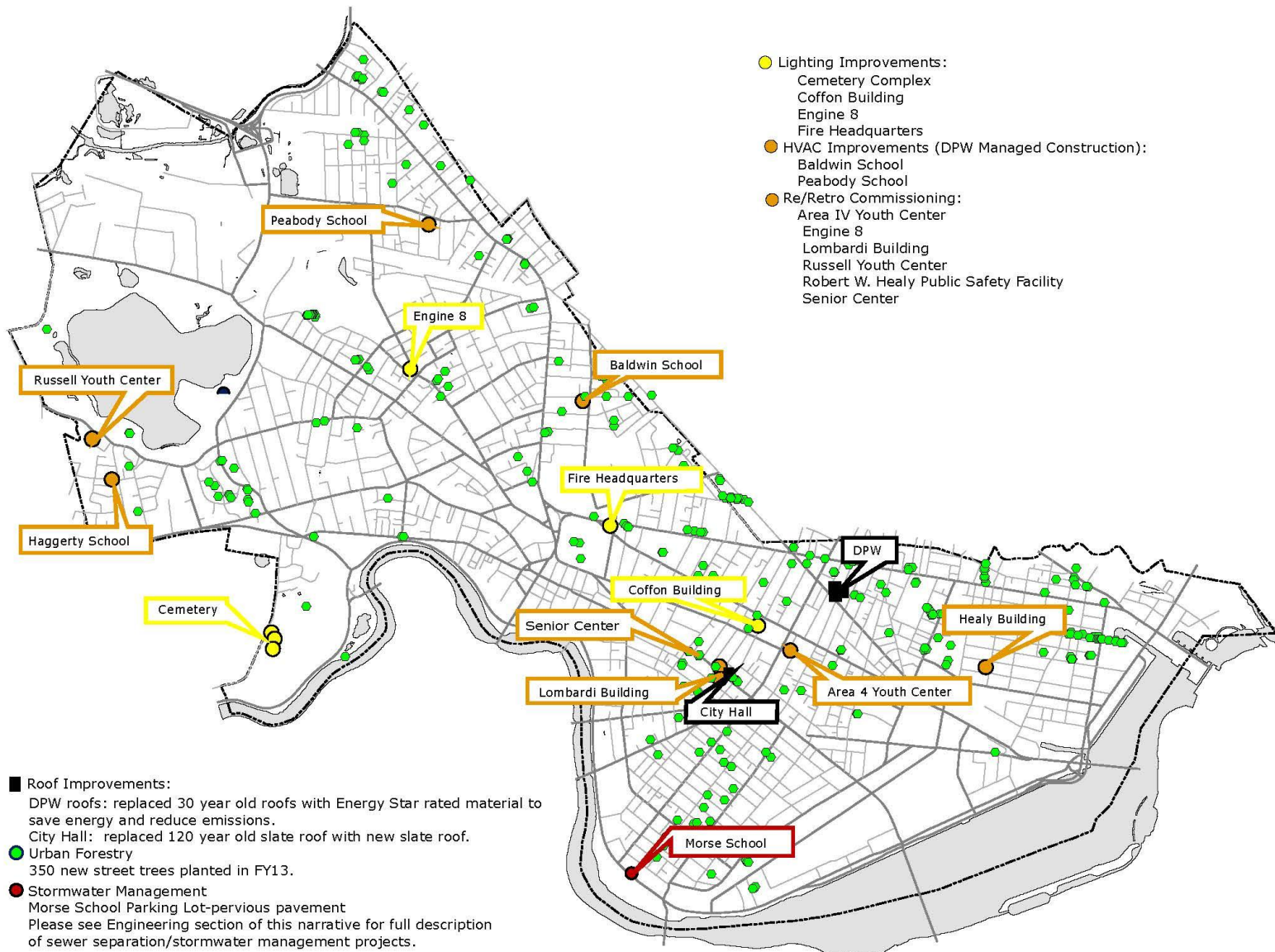
In addition to constructing long-term improvements to public infrastructure, Public Works provided 24-hour rapid response to emergencies in the public right-of-way, including those related to snow and ice, heavy rain and damaging wind. This fiscal year included a significant response to Hurricane Sandy and to the February 2013 blizzard. Hurricane Sandy, which occurred in October 2012, required crews to respond to approximately 500 emergency requests for service, primarily related to downed trees and limbs.

The February 2013 blizzard alone blanketed the city in over 26 inches of snow, and required continuous operations for nearly two weeks in order to plow and salt streets, clear sidewalks adjacent to public buildings and parks, and to remove 13,000 tons of snow from bus stops, crosswalks and ramps along 15 MBTA bus routes, as well as on narrow streets and at intersections identified by public safety officials. Following the blizzard, Traffic and Public Works staff also inspected over 1,000 complaints about sidewalk snow and ice violations.

Safe driving is a priority for Public Works throughout the year. Driver training focused on assessing and improving proficiency of operators with hoisting licenses who use heavy construction equipment, sewer cleaning vehicles and forestry trucks.

Promoted a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.

Figure 4: Selected Public Works' Sustainability Projects (FY12-FY13)



Energy Efficiency Programs

FY13 marked an important milestone in the City's sustainability programs, as Cambridge is projected to meet its commitment under the Green Communities Act to reduce municipal energy use by 20% over a five year period (see Figure 22 in the Energy section of this narrative for more details).

To date, efficiency projects have been completed or are in process at 32 buildings, for a combined projected annual savings of 25,402 MMBtu, while avoiding \$1,019,226 in costs and 2,821 tons of CO₂e emissions.

This year, in addition to the efficiency improvements shown in Figure 4, the City has also engaged in an intensive Five Year Capital Improvement Planning process for heating, ventilation and air conditioning (HVAC) equipment in order to be able to optimize preventative maintenance programs and prioritize system repairs and upgrades.

Public Works also continues to serve as a lead sponsor of Cambridge GreenSense, a municipal employee energy and sustainability awareness program. FY13 educational campaigns focused on Waste Reduction, with Sustainable Transportation and Water Conservation planned for future programs. During FY13, Public Works sponsored the 6th year of Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduces Cambridge high school students to environmental sustainability topics.

Recycling and Waste Reduction

In 2012, Cambridge households produced 18.7 pounds of trash on average each week. In order to meet the Massachusetts Department of Environmental Protection (DEP) Solid Waste Master Plan goals of reducing residential trash quantities by 30% by 2020 and by 80% by 2050 (from 2008 baseline year), Cambridge households will need to reduce trash produced to 16 pounds per household per week by 2020 and to 4 pounds per week by 2050.

While these are ambitious goals, recent trends have shown significant increases in recycling tonnage and decreases in trash tonnage. Cambridge recycled a total of 13,900 tons through its curbside collection programs, which amounts to a 7% increase in annual curbside recycling tonnage in five years. During the same time frame, annual tons of curbside trash collected has dropped by 18% to 14,984 tons (see Figure 19 in the Solid Waste section of this narrative for more details).

One area where additional gains can be made in reducing trash tonnage is diverting more organics from the waste stream toward composting programs. This year, Public Works completed a feasibility study of a curbside food scraps collection program for residents, as part of the first year of a two-year grant from MassDEP and will implement a 1-year pilot curbside collection program for 500-800 households in April 2014. Public Works also expanded composting programs this past year to the Cambridge Senior Center in Central Square, a new drop-off program for residents at the Cambridge Community Center, as well as the Amigos School.

The Department also partnered with the Cambridge Housing Authority (CHA) to complete a pilot program at

four CHA sites: Washington Elms, Newtowne Court, Millers River and Roosevelt Towers; with the goal of trying to double the amount of recycling at these locations.

During college move in/move out weeks in June and September, trash tonnage typically increases by at least 30%. For this reason, Public Works also launched a campaign to educate residents to increase donations of furniture, clothing and household goods to local non-profit organizations that resell or give away items in good condition.

Stormwater Management

Public Works completed major sewer separation and stormwater management improvement projects in neighborhoods across the city.

In the Alewife watershed, work continues on the sewer separation program in the Huron Avenue/Concord Avenue area. The project includes the construction of a 3.4 acre stormwater wetland in the Alewife Reservation incorporating flood attenuation and bioremediation functions as well as boardwalks, overlooks, trails and an amphitheater. In the upstream residential neighborhood, the design, construction and community process are ongoing, addressing separation of sewer and stormwater systems, the incorporation of low impact development curb edge technology and the complete restoration of the neighborhood public infrastructure. This project will eventually lead to the elimination of the CAM004 combined sewer overflow structure and more particularly an 84% reduction in combined sewer overflow volumes from 50 million gallons to 7.8 million gallons being discharged to the Alewife Brook.

In the Agassiz/Mid Cambridge Neighborhood, Public Works completed construction on two major sewer/stormwater projects. The first of these projects upgraded sewer and stormwater infrastructure on Forest Street, Frost Street (from Prentiss Street to Forest Street) and Oxford Street (Garfield Street to the Somerville line). The second of these projects included the construction of a large stormwater storage tank on Hovey Street, and associated sewer and stormwater infrastructure on Myrtle and Magnolia Avenues in order to reduce neighborhood flooding.

In East Cambridge, Public Works completed a project at the intersection of Land Boulevard and Binney Street that will provide an outfall to the proposed sewer separation project on Binney Street and will provide flood relief during significant rainfall events to the Area 4 neighborhood and the Central Square area.

The Western Avenue Infrastructure program has started. As part of the Western Avenue corridor project, new water mains and a new stormwater outfall have been constructed and work continues on the new sewer and drainage systems along the street.

Public Works continues to work with development entities throughout the city to ensure that stormwater management is properly integrated in development plans. The Department worked predominantly with projects in both East Cambridge and in the Concord/Alewife area ensuring that post development stormwater and sanitary

sewer discharges were mitigated such that the post development environment led to improvements in sewer and drainage system capacity.

Public Works produced an educational brochure for homeowners with basement-level plumbing fixtures, with practical information about preventing sewer back ups through the proper use and maintenance of backwater valves.

Urban Forestry

The quality of the Division's efforts have been recognized by the National Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 20th consecutive year, as well as the Foundation's more prestigious Growth Award for the 5th consecutive year. This recognition was based on the development of a new forestry brochure, establishment of neighborhood tree walks, creation of the Junior Forester program, attendance at the Cambridge Science Festival, language updates for DPW issued contractor permits and significant updates to the tree inventory in the Geographic Information System (GIS).

Evaluated City expenditures with a view of maintaining a strong fiscal position and awareness of impact on taxpayers while providing a high quality array of City services.

Public Works is committed to evaluating its programs and services using both data and feedback from the community. Public Works participated in the first phase of the Municipal Performance Management Program, sponsored by the Collins Center for Public Management at UMass Boston. Through this program, Public Works received the services of a data analyst one day per week for four months, to aid with data collection, analysis and benchmarking of fiscal, operational and personnel data. During a second phase of the program, Public Works was able to work with the Collins Center to do an in-depth analysis of data related to fleet management and replacement.

During the past year, Public Works collaborated with a team from an Operations Management class at Harvard's Kennedy School of Government to identify areas where the City could use technology to better manage snow contractors, improve the efficiency and quality of the snow clearing process, and cut down on administrative time related to snow data entry and payroll entry for contractors. The team identified the use of mobile technology with crew management software and GPS tracking can produce potential savings in administration and employee/contractor management of the snow clearing process, and provided preliminary recommendations for how the City could move forward implementing this new technology in coming years.

FY13 marked the first year in which Cambridge residents had the opportunity to schedule and pay for large appliance/ TV disposal online. Already, nearly 30% of these pick ups are now scheduled and paid for online, providing a more convenient option for many residents while creating a more efficient business process for the Department. Online application and payment is also an option for most Public Works construction permits and for park permits for non-athletic use; during the first year of this program, nearly 20% of all permit applications and initial payments were made online.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$23,552,365
Real Estate Taxes	\$23,552,365	
CHARGES FOR SERVICES		\$6,084,535
Water Usage Charge	\$400,000	
Parking Fund Parking Usage	\$2,238,740	
Sewer Service Charge	\$3,048,795	
Sewer Connection Fee	\$125,000	
Cemetery Fees	\$240,000	
Document Sales	\$2,000	
White Goods	\$30,000	
LICENSES AND PERMITS		\$560,000
Public Works Street Permit	\$550,000	
Newspaper Boxes	\$10,000	
FINES & FORFEITS		\$1,058,195
Parking Fines	\$1,058,195	
INTERGOVERNMENTAL REVENUE		\$1,316,060
State Cherry Sheet Revenue	\$1,316,060	
MISCELLANEOUS REVENUE		\$288,535
Rent Of City Property	\$77,200	
Interest on Perpetual Care	\$40,000	
Sale of Lots and Graves	\$80,000	
Recycling Revenue	\$20,000	
Overtime Reimbursement	\$27,000	
Misc Reimbursement	\$44,335	
TOTAL FY14 BUDGETED REVENUE		\$32,859,690

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$20,782,435
OTHER ORDINARY MAINTENANCE	\$11,373,225
TRAVEL & TRAINING	\$104,030
EXTRAORDINARY EXPENDITURES	\$600,000
TOTAL FY14 BUDGETED EXPENDITURES	\$32,859,690

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	213	213	213

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**PUBLIC WORKS
-Administration**

\$1,348,795
\$680,380
\$2,171,060
\$4,200,235

\$1,399,385
\$836,020
\$2,244,000
\$4,479,405

ADMINISTRATION
BUSINESS SERVICES
ENGINEERING

\$1,462,435
\$595,205
\$2,305,345
\$4,362,985

**ADMINISTRATION
PURPOSE & OVERVIEW:** The Administration Division supports the general management and administrative activities necessary to make Public Works function as a

cohesive organization, including policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations and information systems. Administration continually re-evaluates business practices and operations to ensure that Public Works maximizes service delivery and customer service while minimizing costs.

Providing excellent public information and customer relations is a key focus of the Administration's work, whether it is with residents, businesses, vendors, job applicants or Public Works staff. Administration manages Public Works' telephone switchboard, website, social media, Cambridge iReport and other service requests, work order systems, e-mail distribution lists, publications and other notices. Administration staff provide administrative and IT support to all Public Works divisions in order to improve their responsiveness to community needs.

FY14 GOALS:

- *GOAL 1: Provide excellent customer service, public information, responsiveness to requests and complaints, and work toward continual improvement in these areas through better business practices and use of technology.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Develop strategy for implementing mobile technology to provide better customer service and improved efficiency by linking crews in the field to computer based work order systems (percent complete)	50%	60%	65%	70%
2. Continue to strengthen and broaden community outreach efforts and social media outlets, such as Facebook, YouTube and Twitter (% complete)	15%	35%	70%	85%

- *GOAL 2: Expand the capacity and efficiency of the workforce through comprehensive training programs, with a focus on health and safety.*

BUSINESS SERVICES

PURPOSE & OVERVIEW: The Business Services Division oversees the financial operations of Public Works, managing operating and capital budgets, paying close to \$46 million in invoices annually and administering contracts and grants. The unit also supports the Department's operating divisions in managing and tracking their budgets, preparing contract specifications and expanding the use of technology in administrative functions.

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division's primary responsibilities include management of sewer and stormwater conveyance systems, stormwater quality programs, street and sidewalk improvement projects and infrastructure information.

Sewer and Stormwater Management: In FY13, the sewer and stormwater management program included management of an \$86 million capital budget, as well as extensive administrative responsibilities and maintenance programs. Over two decades of major investment in sewer and stormwater infrastructure and maintenance has had a significant, positive impact on improving the water quality of discharges to the Alewife Brook and Charles River, and on improving sewer and stormwater levels of service.

Figure 5: Sewer & Stormwater Infrastructure Program

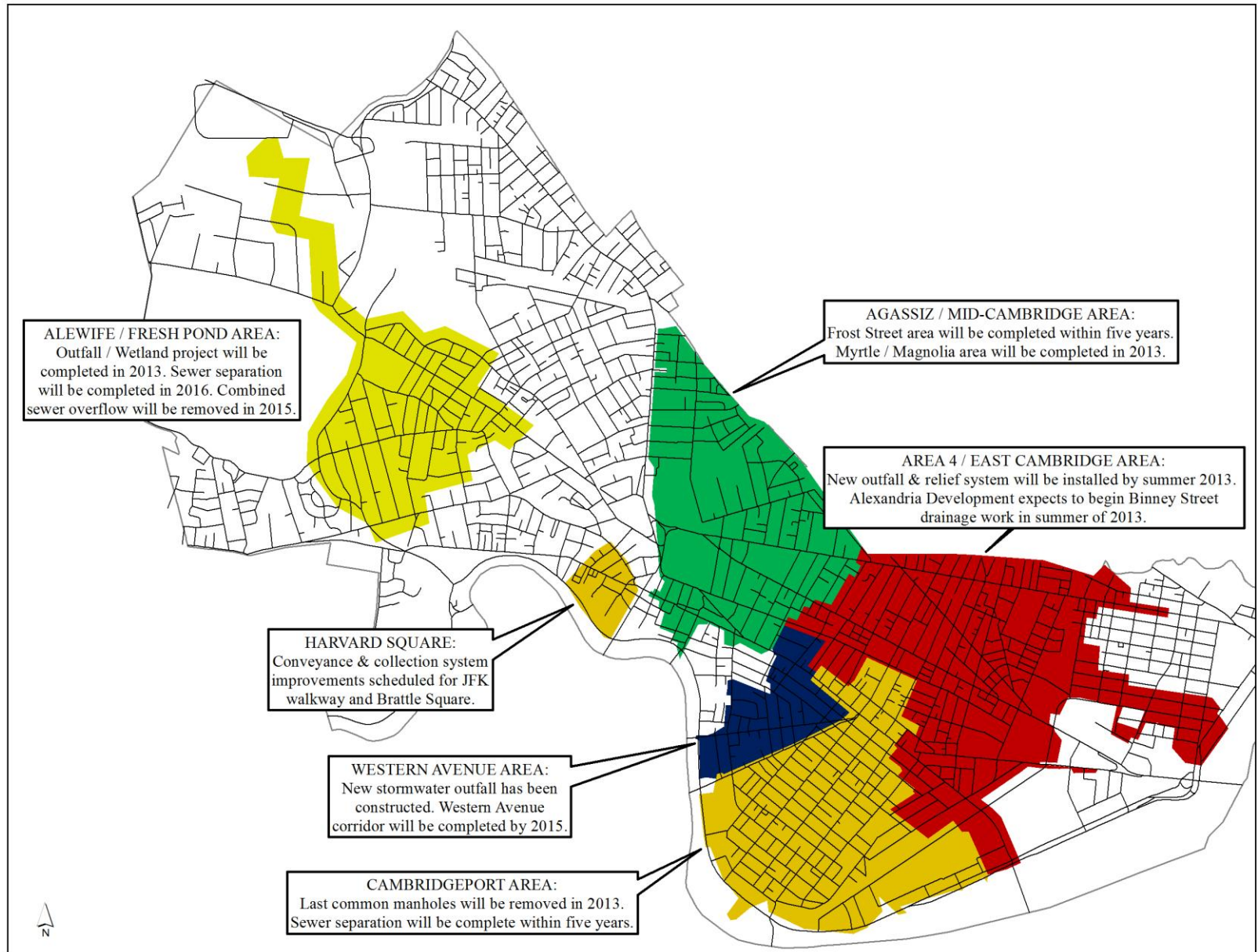


Figure 6: Common Manhole Removal Program

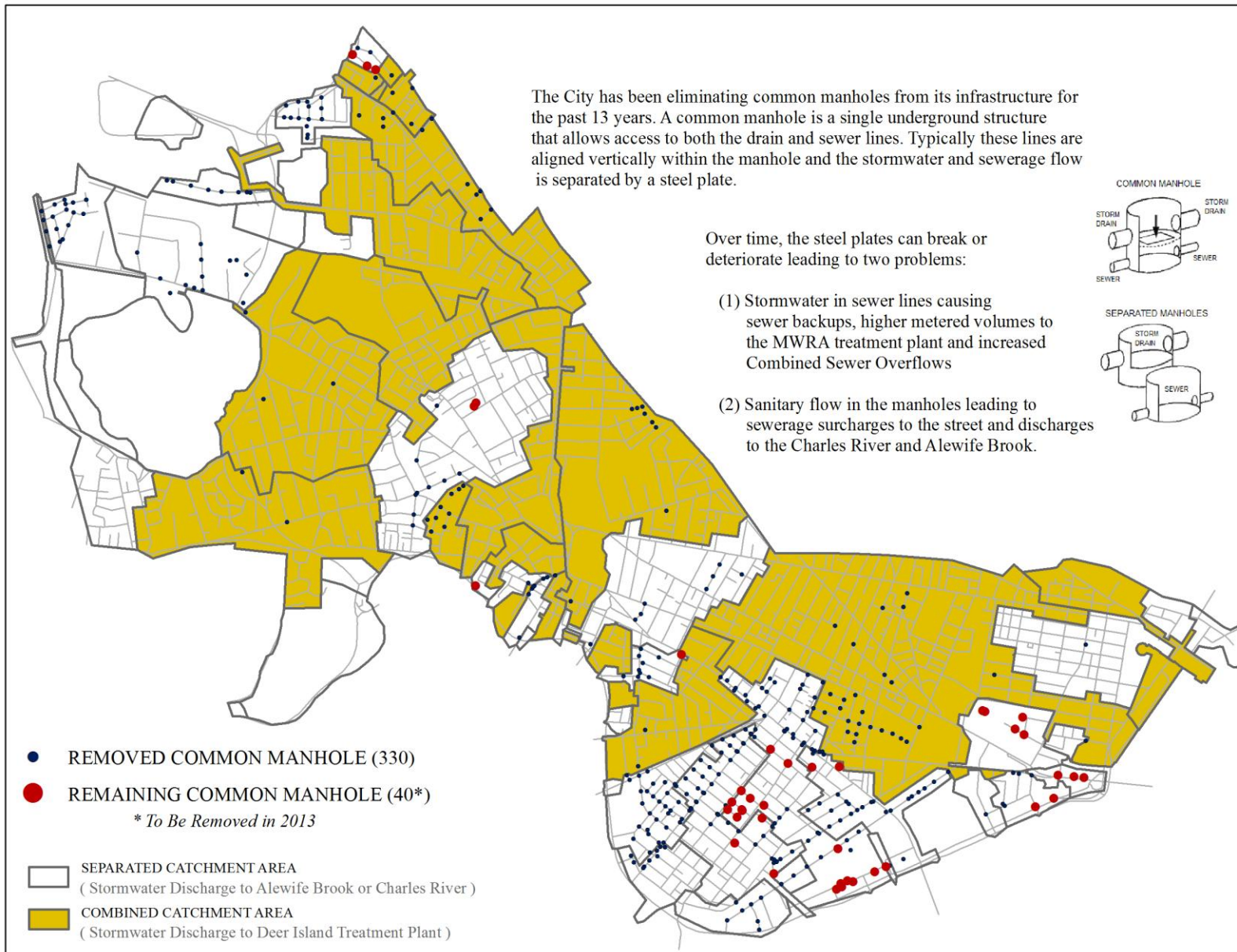


Table 1: Sewer Preventative Maintenance (FY08 - FY12)

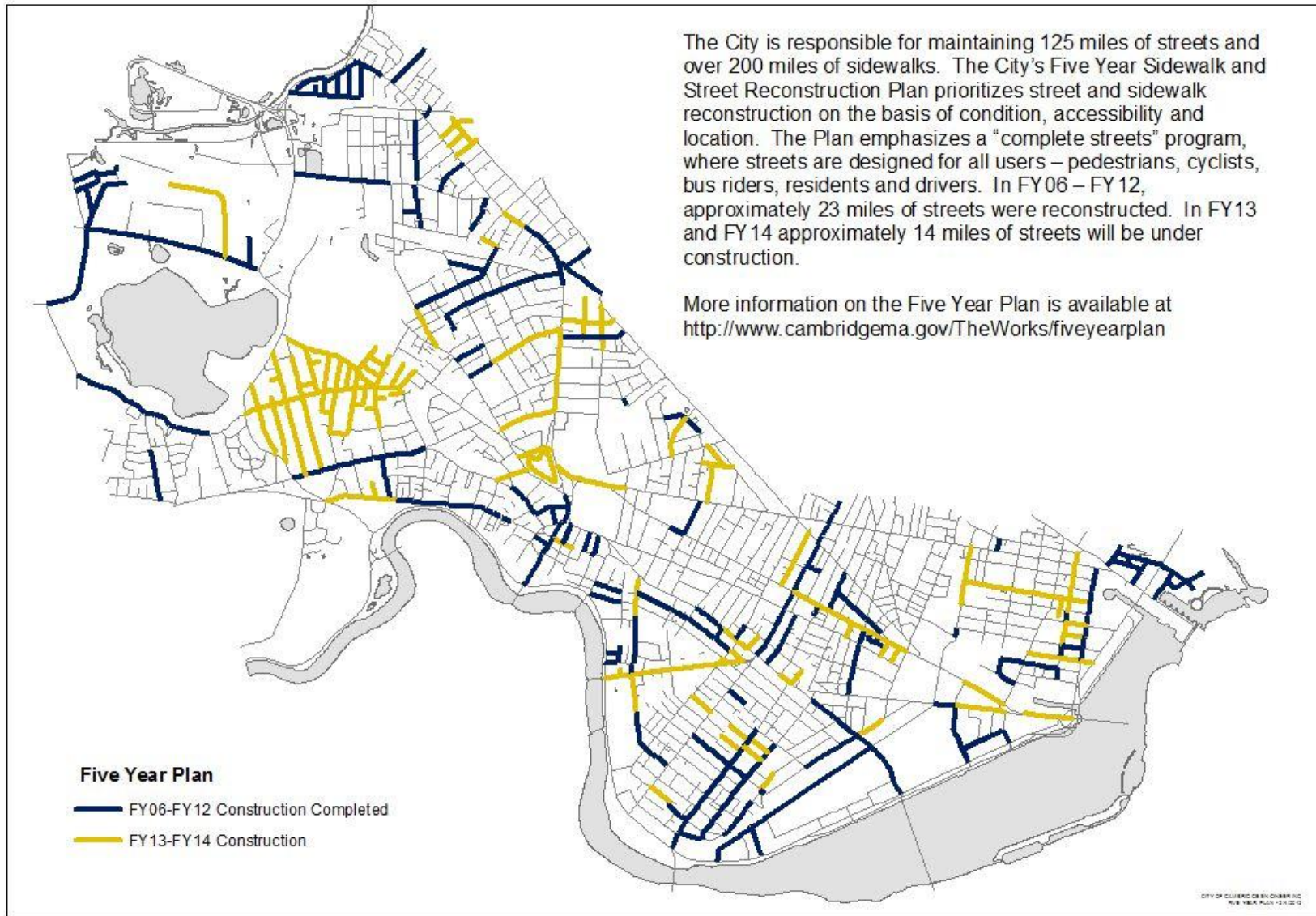
	FY08	FY09	FY10	FY11	FY12
Stormwater Drain Installed (linear feet)	3,190	1,595	3,257	4,099	6,363
Sanitary Sewer Installed (linear feet)	1,559	247	2,293	2,617	3,411
Deep Sump Catch Basins Installed	86	15	99	157	179
Structural Repairs Completed	78	71	134	334	207
Pipe Cleaned (linear feet)	67,188	103,145	45,701	53,349	36,371
Pipe Televised (linear feet)	6,277	97,196	45,551	49,352	33,511
Pipe Lined (linear feet)	376	400	9,640	1,455	0

FY14 GOALS:

- *GOAL 1: Continue to implement a comprehensive stormwater management program in accordance with federal, state and municipal requirements in order to improve water quality in the Charles River and Alewife Brook.*
- *GOAL 2: Monitor construction and manage design of sewer separation and stormwater management projects.*
- *GOAL 3: Improve the function, capacity and level of service of the City's sanitary sewer and stormwater infrastructure through ongoing maintenance and enhancements.*

Surface Improvements: In FY13, the Engineering Division also managed \$21 million in street and sidewalk improvement contracts at locations identified in the *Five Year Sidewalk and Street Reconstruction Plan*. The *Five Year Plan* is updated annually in close coordination with the City's Commission for Persons with Disabilities, Pedestrian Committee and Bike Committee. In FY13, the Division continued to emphasize the City's commitment to a "complete streets" program, through which streets are designed for all users – pedestrians, cyclists, bus riders, drivers and residents. The updated plan includes more sidewalk locations as well as the reconstruction of missing ramps on major arterials. In FY13, the condition of every street and sidewalk in the city was re-evaluated through the Pavement Management System and the Sidewalk Condition Survey, which will provide a basis for prioritizing future improvements.

Figure 7: Street and Sidewalk Reconstruction



- *GOAL 4: Improve sidewalk and roadway infrastructure to advance vehicular safety, cyclist safety, pedestrian safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Access ramps upgraded*	105	250	270	250
2. Lane miles of roadway re-paved*	13.6	15.0	8.0	15.0
3. Miles of sidewalk replaced*	6.5	9.0	8.0	8.0
*Figures include all ramps, roadway and sidewalks in the public way that are reconstructed through City surface and infrastructure improvements (such as sewer separation) and as a condition of private development				

Information Management: Engineering has extensive information management responsibilities. Engineering staff update and maintain paper and electronic records defining the public right of way, easements, City property lines, utility corridors, utility connections and flood plains, and respond to and fulfill requests for public information related to these records.

- *GOAL 5: Provide high quality customer service in fulfilling information requests and improve engineering document management through better archiving and renovations to the DPW vault.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of information requests via telephone, e-mail and walk-ins	587	400	550	500
2. Updates made to sewer/stormwater collection model and GIS	5,001	2,500	5,000	5,000

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**PUBLIC WORKS
-Service Programs/Public Ways**

\$3,318,710
\$270,245
 \$3,588,955

\$3,425,960
\$2,157,800
 \$5,583,760

**STREET AND SEWER MAINTENANCE
 SNOW AND ICE**

\$3,715,745
\$324,755
 \$4,040,500

STREET AND SEWER MAINTENANCE

PURPOSE & OVERVIEW: The Street and Sewer Maintenance Division maintains 125 miles of streets,

over 200 miles of sidewalks, more than 5,000 curb ramps, 244 miles of sewer and stormwater lines, more than 4,500 catch basins and 70 sewer and stormwater pumps.

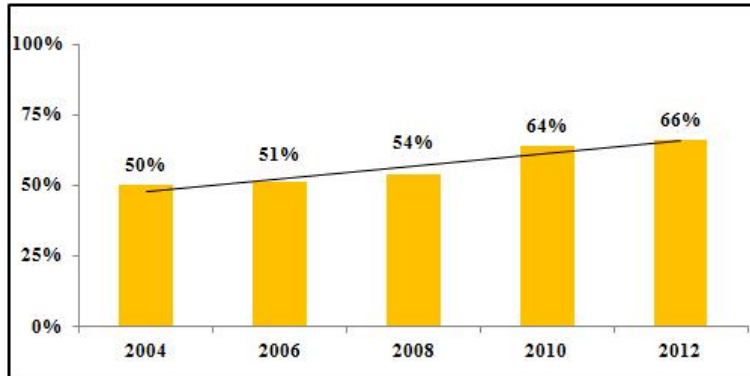
Street and Sidewalk Maintenance crews have continued to improve their responsiveness to complaints and their process for prioritizing and scheduling repairs. This approach to maintenance, as well as the City’s investment in street and sidewalk capital improvements, has led to an increase of 16% in positive ratings of sidewalk maintenance and an increase of 15% in positive ratings of street maintenance and cleanliness during the past five biennial Cambridge Citizen Surveys.

Figure 8: Percent of survey respondents rating Cambridge's sidewalk maintenance as Excellent or Good (2004-2012)

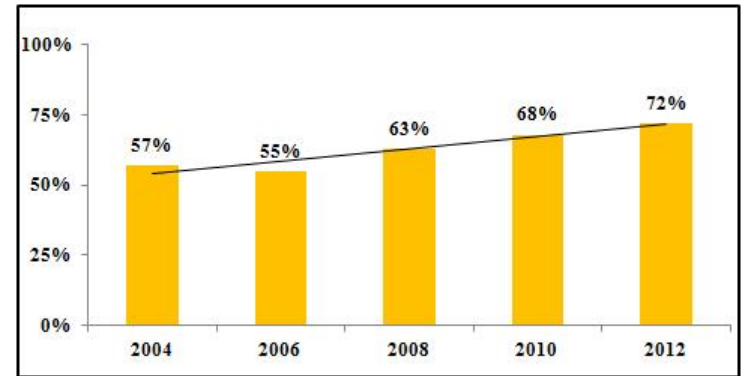
The Public Works Department has seen a 16% increase in positive ratings related to sidewalk maintenance over the last 8 years.

Figure 9: Percent of survey respondents rating Cambridge's street maintenance and cleanliness as Excellent or Good (2004 - 2012)

The Public Works Department has seen a 15% increase in positive ratings related to street maintenance and cleanliness over the last 8 years.



Source: Biennial Cambridge Citizen Survey

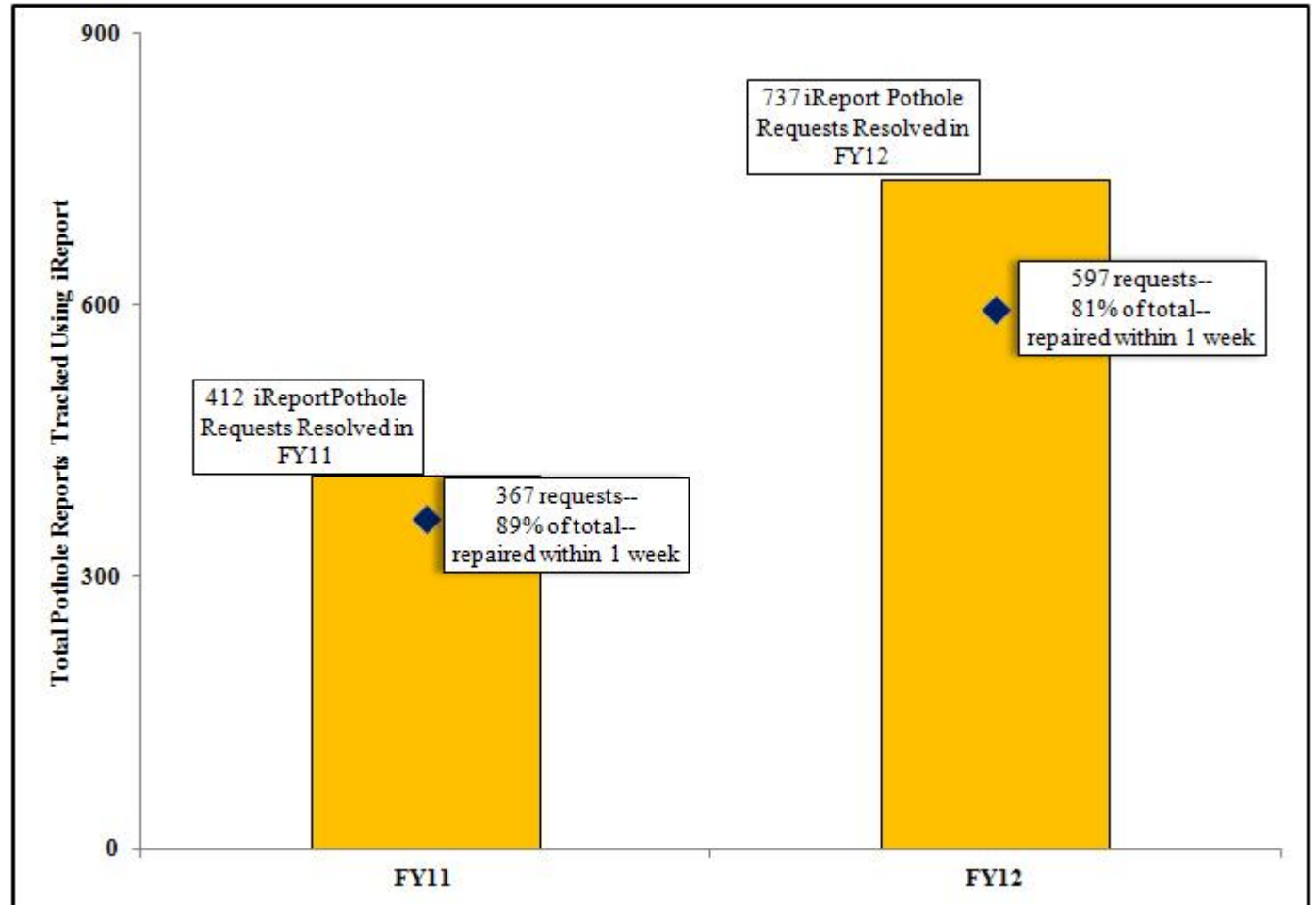


Source: Biennial Cambridge Citizen Survey

Street and Sidewalk Maintenance continues to build on these business practices in order to be more responsive to resident requests, particularly since the City launched the Cambridge iReport pothole reporting application in FY11.

Figure 10: Responses to Pothole Requests Tracked in Cambridge iReport

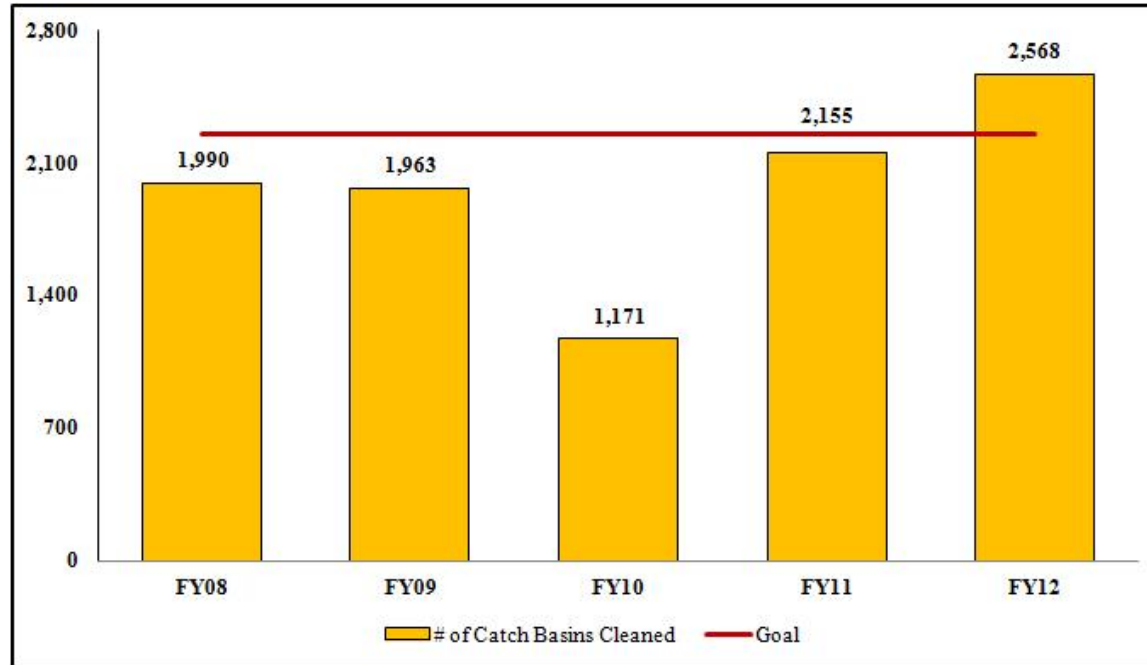
79% increase in number of requests tracked using iReport between FY11 (first full year of service) and FY12.



The Division's preventive sewer maintenance program includes catch basin cleaning, routine inspection and flushing of 75 problem pipe lines, working with food establishments to limit the adverse affects of grease on sewer lines, and in-house servicing of small pumps and tanks; all of these activities serve to reduce emergency sewer back-ups and flooding. The Division also plays a key role in the response to storm events that produce street flooding.

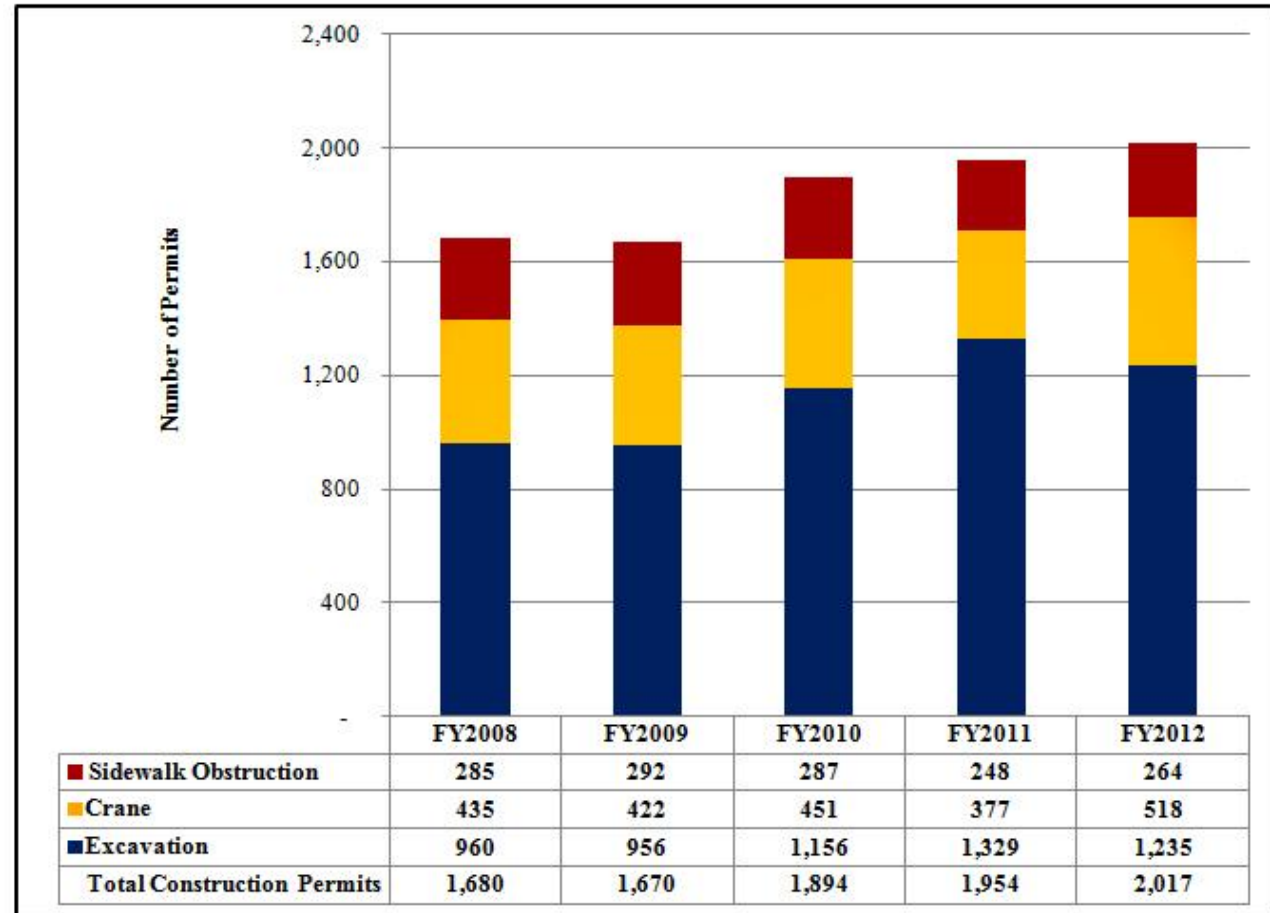
Figure 11: Number of Catch Basins Cleaned (FY08 - FY12)

Annual Goal = 2,250 based on cleaning each catch basin every other year



Street and Sewer Maintenance permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections, drainage structures and cranes); permits and inspects business sidewalk use (including news racks, A-frame signs and outdoor dining); consults with contractors and utility companies; and provides technical assistance to homeowners.

Figure 12: Public Works Construction Permit Volume (FY08 - FY12)



FY14 GOALS:

- *GOAL 1: Continue to improve the sidewalk/street rapid response and maintenance program.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Inspect reported sidewalk defects within 2 business days of receiving complaint (percent of inspections completed within 2 days)	90%	90%	95%	90%
2. Number of emergency service/rapid response requests responded to	624	100	600	600
3. Number of pre-scheduled sidewalk repairs completed	1,371	500	500	500

- *GOAL 2: Continue to improve the sewer/stormwater rapid response and preventative maintenance program.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Preventative maintenance work orders completed. (Includes planned biweekly cleaning and planned quarterly grease cleaning, jetting and odor control)	704	600	1,200	1,200
2. Number of emergency service/rapid response requests	63	50	50	50
3. Inspect facilities that produce fats, oils and grease that have the potential to clog sewer pipes, in order to ensure that these wastes are properly managed (number of inspections)	9	n/a	45	80

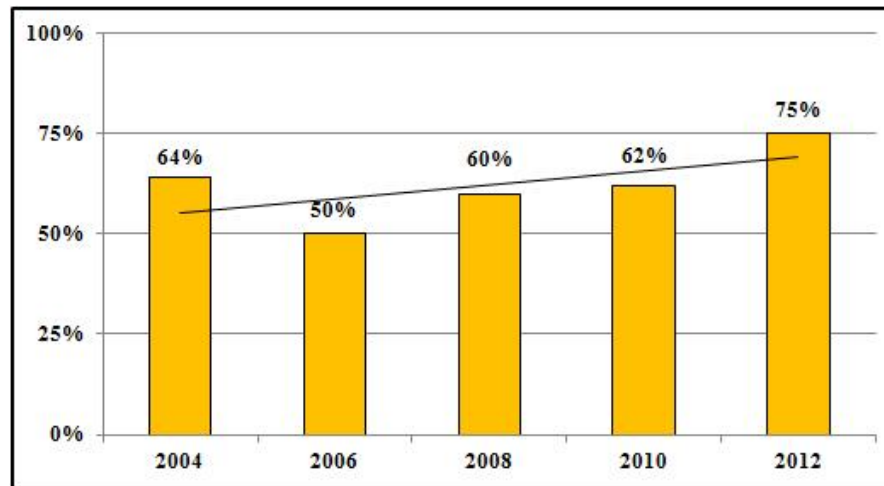
- *GOAL 3: Maintain permit program that supports community needs and provides excellent customer service.*

SNOW AND ICE

PURPOSE & OVERVIEW: Public Works is responsible for maintaining safe, unobstructed public ways during the winter months. As the command center for the City's salting and snow plowing operations, Public Works coordinates different departments and contractors, purchases materials and equipment, maintains vehicles and assists the public. Salting and plowing operations cover 125 miles of roadway and over 18 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high volume bus stops, parks and other public areas. Public Works also promotes sidewalk snow and ice clearance by private property owners through publicity about the City Ordinance and by working with the Traffic Department to inspect complaints and issue citations for sidewalks that have not been cleared.

Figure 13: Percent of survey respondents rating Cambridge's snow removal as Excellent or Good (2004 - 2012)

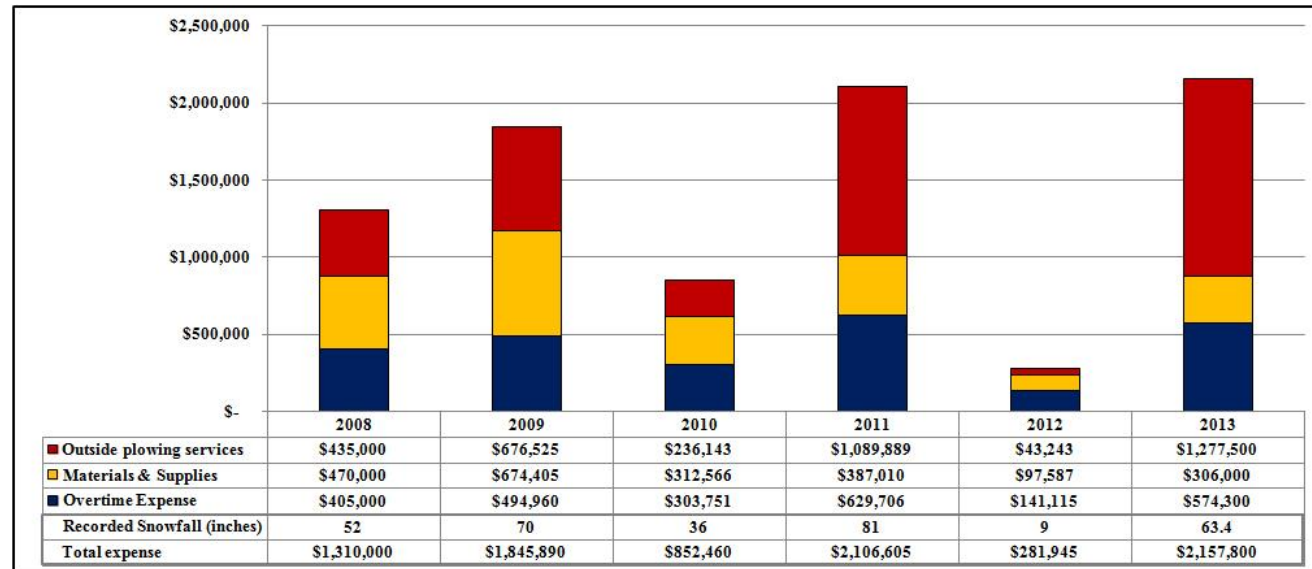
The Public Works Department has seen an 11% increase in positive ratings related to satisfaction with snow removal over 8 years.



Source: Biennial Cambridge Citizen Survey

Public Works has continually increased the scope of its snow operations during the past decade to include more snow clearing of pedestrian areas, bus stops and crosswalks, and removing snow from high priority locations. All City departments involved in snow operations have worked to improve public information and resources for the community through mailings, the website, text and e-mail notifications and use of social media. Public Works also acts as a resource to the community during and after storms by providing 24-hour phone coverage and opportunities to report uncleared sidewalks via a hotline, website and the Cambridge iReport mobile application.

Figure 14: Public Works' Snow Clearing Expenses and Total Annual Snowfall Amounts (FY08 - FY13)



Note: FY13 totals as of 03/28/2013

FY14 GOALS:

- **GOAL 1:** *Continue to sustain a well-planned and executed approach to snow and ice clearing, with a focus on increasing efficiency and effectiveness through better business practices, incorporating more environmentally sustainable practices where possible.*
- **GOAL 2:** *Promote safe, accessible sidewalks through improved and expanded City snow and ice clearing efforts in pedestrian areas, as well as through promoting sidewalk clearance by private property owners.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Promote improved sidewalk clearance through inspections of snow and ice ordinance violation complaints	10	1,000	1,200	1,000

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**PUBLIC WORKS
-Service Programs/Solid Waste**

\$1,894,150
\$4,096,575
\$2,331,365
\$8,322,090

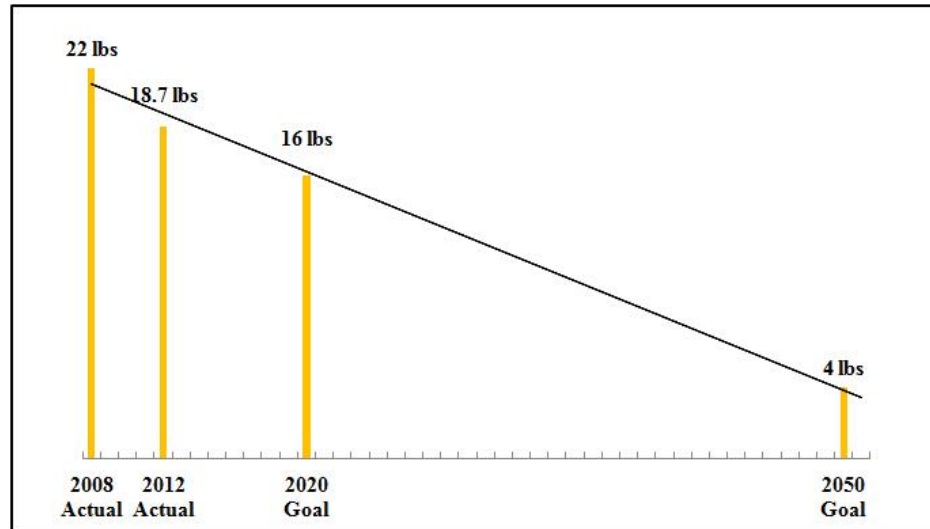
\$2,093,615
\$4,079,620
\$2,501,880
\$8,675,115

STREET CLEANING \$2,164,350
RUBBISH REMOVAL \$4,232,945
RECYCLING \$2,588,585
\$8,985,880

SOLID WASTE
PURPOSE & OVERVIEW: The Solid Waste Division provides trash and recycling collection and street cleaning services. These programs work to improve the cleanliness of

the city, while promoting a decrease in trash disposal and an increase in recycling in order to meet the Massachusetts Department of Environmental Protection (DEP) Solid Waste Master Plan goals of reducing residential trash quantities by 30% by 2020 and by 80% by 2050 (from baseline year 2008).

Figure 15: Longterm Goals for Curbside Trash Reduction in Cambridge
Average pounds of trash collected curbside per household per week by the City.

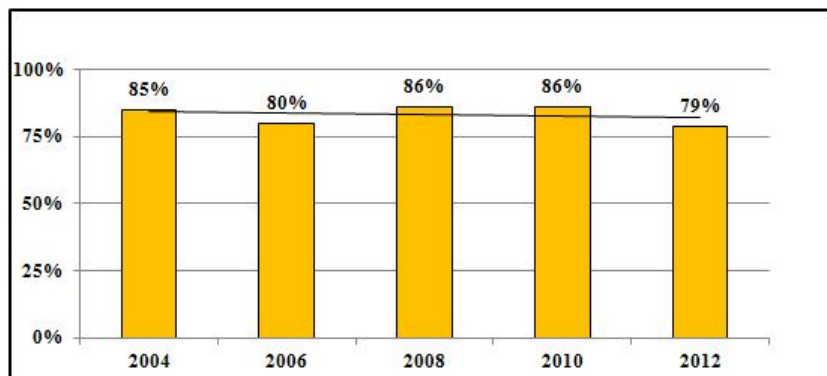


The City collects trash from approximately 31,500 households and the rest are privately served.

The Division manages weekly curbside pickup of single-stream recycling and trash from residential areas, public buildings and schools, weekly yard waste collection for nine months each year, seasonal Christmas tree collection, pre-scheduled collection of large appliances on a fee basis and household hazardous waste collections four times per year, providing proper disposal for approximately 900 carloads of household hazardous waste annually. The Division also operates a drop off Recycling Center open to Cambridge residents, businesses and non-profits with 50 or fewer employees.

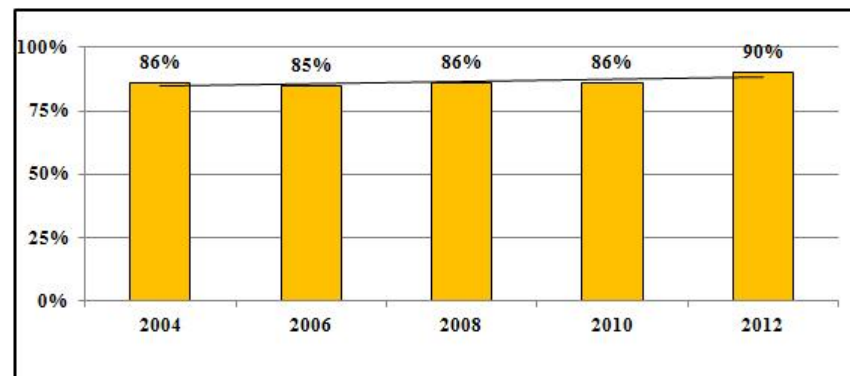
Cambridge residents have consistently given high marks to trash and recycling collection programs in the Biennial Cambridge Citizen Survey, as shown in the following charts:

Figure 16: Percent of survey respondents rating Cambridge's garbage collection as Excellent or Good (2004 - 2012)



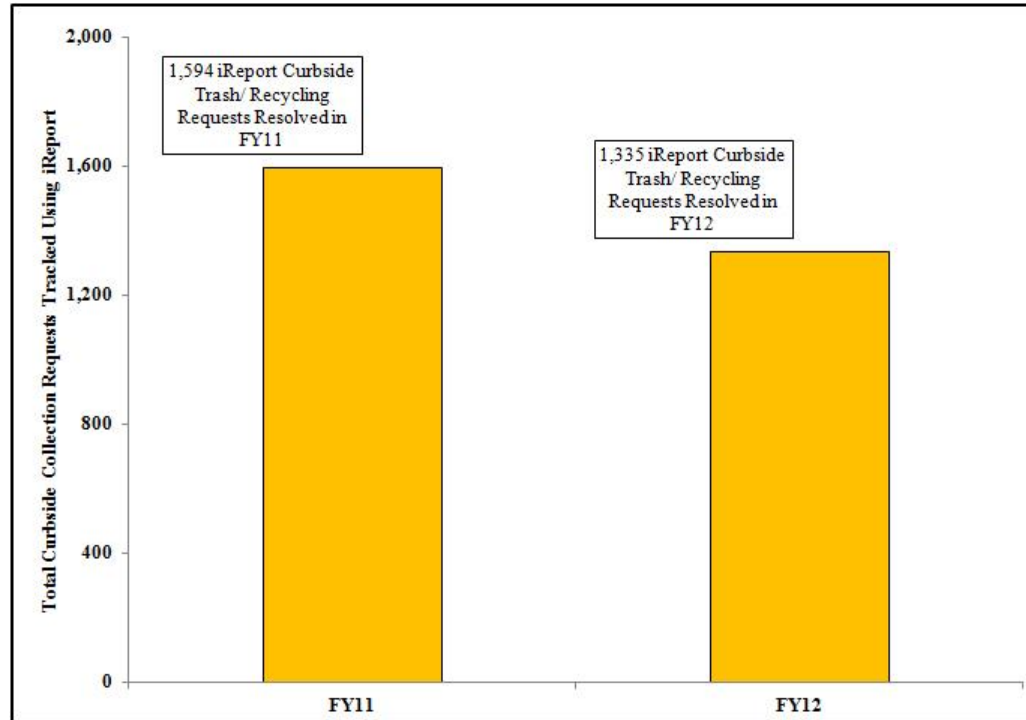
Source: Biennial Cambridge Citizen Survey

Figure 17: Percent of survey respondents rating Cambridge's recycling collection as Excellent or Good (2004 - 2012)



Source: Biennial Cambridge Citizen Survey

Figure 18: Curbside Trash and Recycling Requests Tracked With Cambridge iReport
97% of requests resolved within 1 day during first two full years of service (FY11 and FY12).



The Solid Waste Division is responsible for maintaining clean public ways through mechanical street sweeping throughout the city and more intensive street sweeping, sidewalk cleaning and litter collection in city squares. Citywide street sweeping runs from April through December and includes vacuum sweeping three times per year to improve stormwater quality.

Crews conduct regular power-washing of public area trash and recycling receptacles and operate a graffiti removal program through which approximately 500 incidents of graffiti are cleaned each year. Increasing the number of recycling bins in public areas has been a major focus in recent years, as has the implementation of citywide rodent control efforts in coordination with other City departments.

All of these programs seek to improve cleanliness, minimize trash, divert toxics and reduce climate-changing emissions. The City has made significant strides in reducing trash tonnage and increasing recycling tonnage, which has benefited the environment and reduced disposal costs. Public Works continues to build on these efforts, and has set aggressive long-term goals in keeping with Massachusetts Statewide Waste Reduction Goals and the Cambridge Climate Protection Plan.

Figure 19: Curbside Trash and Recycling Tonnage (FY09 - FY13 Projected)

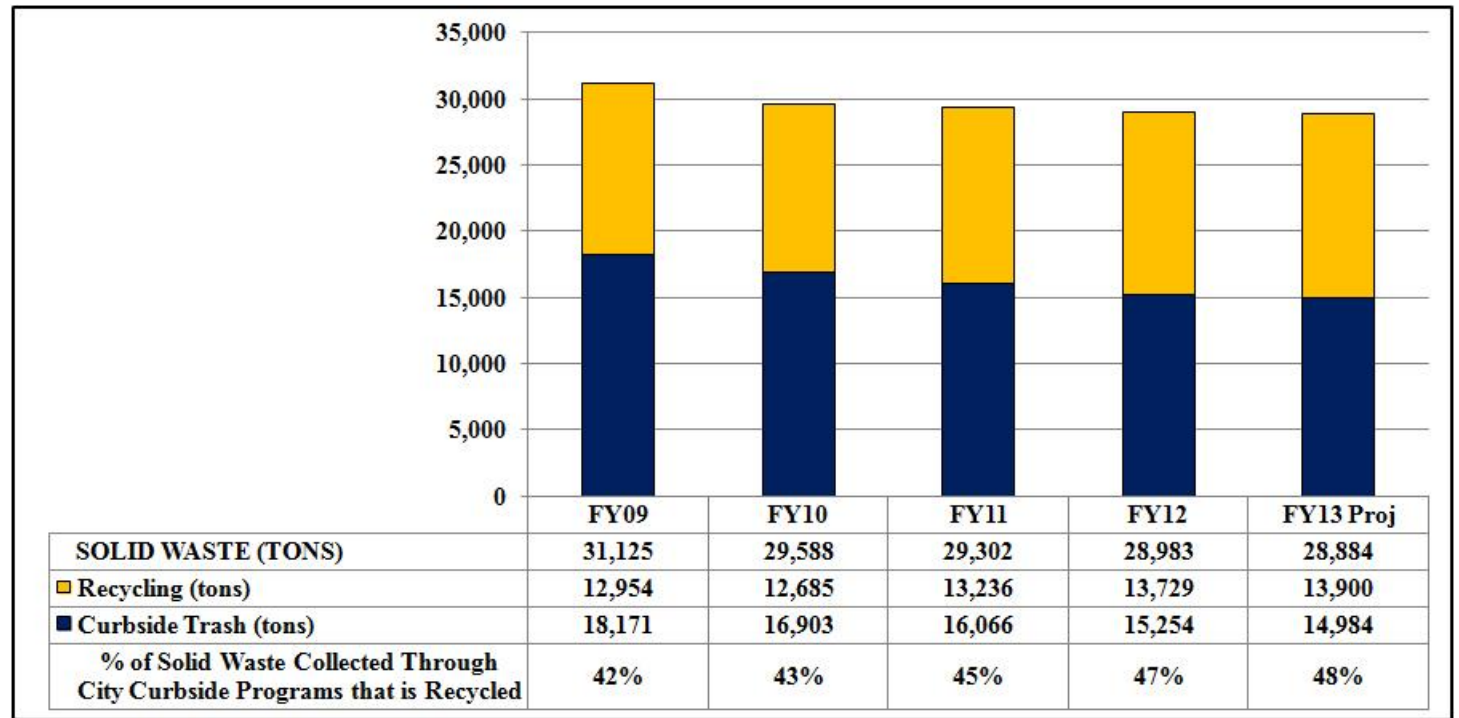
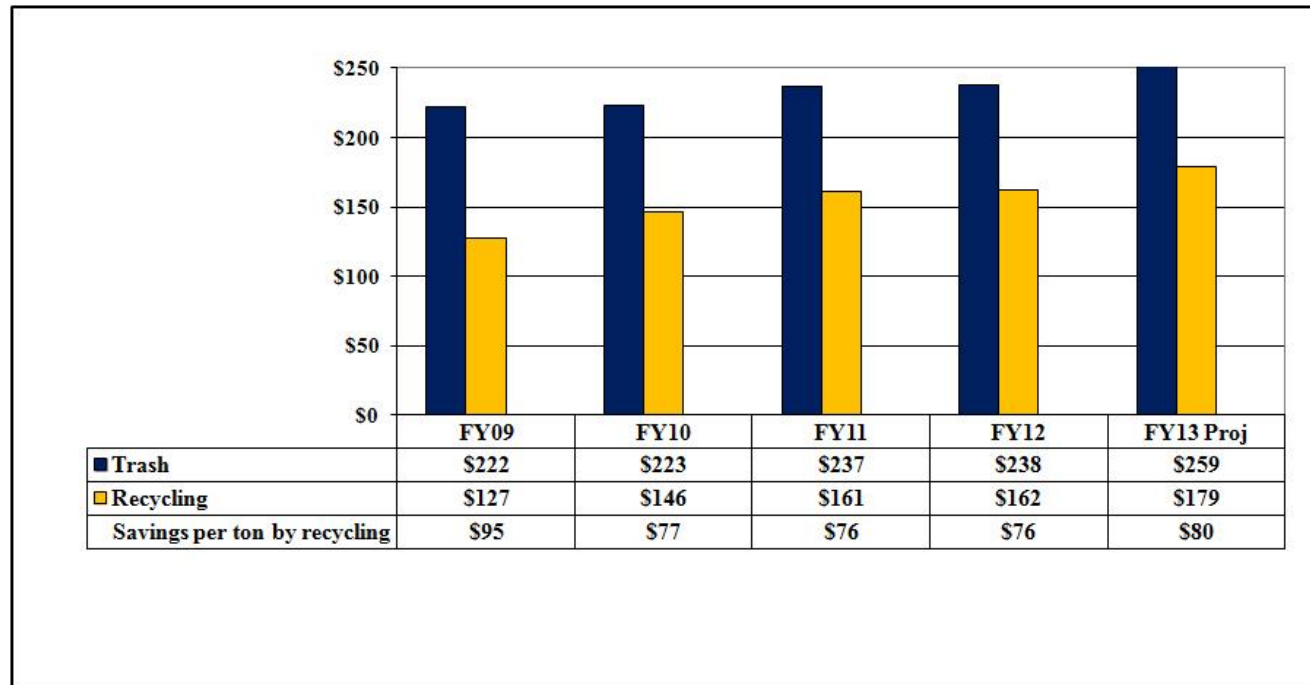


Figure 20: Cost Per Ton of Trash and Recycling, Savings Per Ton By Recycling (FY09-FY13 Projected)



Trash cost per ton includes labor, 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.

FY14 GOALS:

- *GOAL 1: Reduce residential trash quantities by 30% by 2020, and by 80% by 2050 (from 2008 baseline year).*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of large apartment buildings (6+ units) in which residents recycle more than 30% of their trash or more than 10 pounds per household per week	69%	70%	70%	75%
2. Number of large apartment buildings (6+ units) monitored for recycling participation	374	400	400	400

- *GOAL 2: Reduce solid waste through curbside collection of food scraps for composting from 1-13 unit buildings with City trash collection and by expanding school-based composting.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Expand compost collection to all Cambridge Public Schools, in collaboration with the School Department (# of schools with food scrap collection for composting)	n/a	10	9	10

- *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash, land-filled or incinerated.*

Table 2: Toxics Diverted from the Waste Stream (FY08 - FY12)

	FY08	FY09	FY10	FY11	FY12
Number of bulky waste items including white goods collected	1,166	1,181	758	506	792
Pounds of CFC's extracted from appliances	420	281	315	211	368
Pounds of computer monitors, tv's and other electronic waste collected	302,000	312,380	282,660	280,480	274,641
Pounds of hazardous batteries collected	2,712	1,214	1,924	681	1,332
Number of flourescent bulbs collected	10,452	10,833	14,674	10,034	13,306
Number of pounds of mercury-containing devices collected	137	25	256	309	304
Gallons of motor oil collected	775	1,520	2,738	1,000	850
Gallons of paint collected	4,069	6,525	4,313	3,148	2,889
Number of cars dropping off at household harzardous waste events	912	752	940	927	871

This chart includes items collected at the Recycling Drop Off Center, through curbside collection and at Household Hazardous Waste Collection days.

- *GOAL 4: Provide high quality cleaning of streets, sidewalks and squares including regular mechanical sweeping, hand cleaning, power washing and graffiti removal.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

PUBLIC WORKS
-Service Programs/Public Grounds

\$4,894,740
\$4,894,740

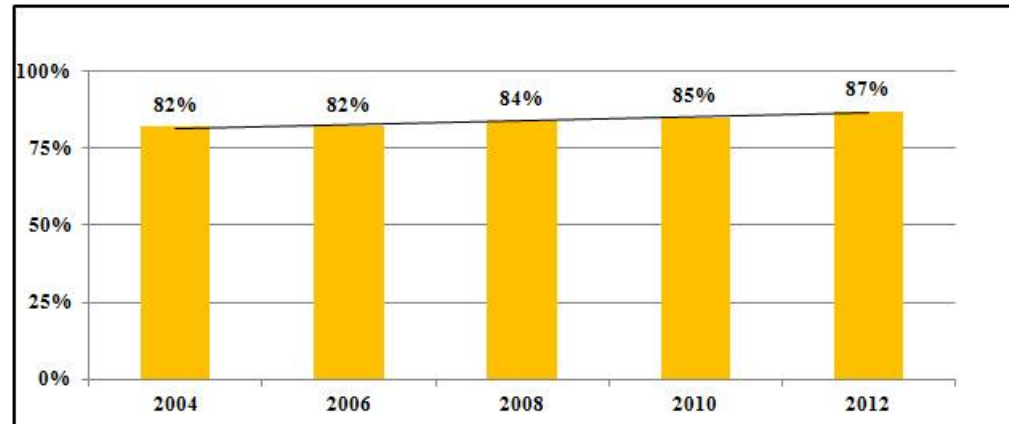
\$5,172,030
\$5,172,030

PARKS & URBAN FORESTRY

\$5,144,385
\$5,144,385

PURPOSE & OVERVIEW: The Parks and Urban Forestry Division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, squares, plazas, medians and public building grounds. Parks and Urban Forestry ensures that parks are safe, clean and attractive, and have been properly prepared for sports activities and other special events. The Division oversees installation and maintenance of landscape beds, playing fields, irrigation systems, water play and playground structures throughout the city, and maintains an annual flower planting program including hanging flower baskets in many city squares.

Figure 21: Percent of survey respondents rating Cambridge's City parks and park maintenance as Excellent or Good (2004 - 2012)



Source: Biennial Cambridge Citizen Survey

Parks and Urban Forestry is also responsible for implementing a program of arboriculture for approximately 17,500 public trees. This program includes planting, cyclical pruning, and responding to service requests and tree-related emergencies. The quality of these efforts have been recognized by the National Arbor Day Foundation, which recently awarded Cambridge the Tree City USA award for the 20th consecutive year, as well as the Foundation's more prestigious Growth Award for the 5th consecutive year.

FY14 GOALS:

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

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of Cambridge elementary school students participating in the Junior Forester Program (cumulative)	30	75	75	120

- *GOAL 2: Maintain a commitment to customer service in the Urban Forestry program.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of Urban Forestry service requests received	525	550	700	800
2. Number of emergency response service requests for Urban Forestry	353	100	575	175
3. Complete planting requests within 1 year (percent of requests)	92%	90%	90%	90%
4. Urban Forestry maintenance requests completed within 180 days (percent of requests)	81%	90%	90%	90%

- *GOAL 3: Attain Tree City USA Growth Award for enhanced programs in education and partnerships, planning and management, and tree planting and maintenance.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of community presentations on forestry topics and tree walks	12	15	15	15
2. Number of volunteer events (tree planting, tree pruning and tree well maintenance)	10	8	8	8

- *GOAL 4: Maintain an assertive tree planting and maintenance program.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of new trees planted	417	300	335	325
2. Number of trees pruned	2,600	3,235	2,350	3,200
3. Number of trees removed	133	125	175	125

PUBLIC WORKS
-Service Programs/Cemetery

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

\$1,021,730
\$1,021,730

\$992,890
\$992,890

CEMETERY

\$1,047,580
\$1,047,580

PURPOSE & OVERVIEW:

The Cemetery Division is responsible for grave site preparation, burial services, landscaping, maintenance and customer service at the Cemetery's 66 acre site on Coolidge Avenue, which is the resting place for Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt, prominent literary figures Henry and William James and William Dean Howells, Baseball Hall of Famers John Clarkson and Timothy Keefe, and other notable Cantabridgians.

Cemetery operations include burials, flower and tree planting, landscaping hilly terrain and repair of historical monuments. Tree planting and perennial island development have been a particular focus in recent years, with the goal of adding pastoral beauty to open space in the Cambridge Cemetery. The Cemetery has also continued to incorporate sustainable practices into its operations, including using rain barrels for watering where feasible, mulching leaves on site, and by not requiring cement vaults for burials.

Annual Community Preservation Act (CPA) funding since 2007 has enabled the Cemetery to restore 85 historical staircases, which are on individual lots and date back as far as the early 1900's. Using the Cemetery Master Plan as a guide, Cemetery staff have continued to implement the priority goal of expanding available burial space.

Customer service continues to be an important goal of the Cambridge Cemetery - whether the need is for immediate burial or genealogical information. To meet the need for better information, there are ongoing improvements in the computerization of Cemetery records and onsite signage.

FY14 GOALS:

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of interments	291	275	275	275
2. Number of cremation burials	65	n/a	70	70

- *GOAL 2: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

- *GOAL 3: Implement Cambridge Cemetery Master Plan to create additional space for traditional burial and cremation, while respecting the aesthetic and historic attributes of the Cemetery.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of new spaces for burial created	86	100	58	75

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

PUBLIC WORKS
-Supporting Serv./Public Bldgs.

\$1,879,465	\$1,965,605		
\$1,990,880	\$2,009,825		
<u>\$504,680</u>	<u>\$513,745</u>		
\$4,375,025	\$4,489,175		
		OPERATION	\$2,053,120
		MAINTENANCE	\$2,166,390
		ADMINISTRATION	<u>\$538,250</u>
			\$4,757,760

PURPOSE & OVERVIEW: Public Buildings includes Building Operations, Building Maintenance and Public Building Administration. The Division provides carpentry, painting, plumbing, lock

installation and repair, sign fabrication, heating and ventilation services for 35 City buildings. Energy efficiency and environmental sustainability are a priority in the provision of these services: all new appliances, windows and doors must be ENERGY STAR rated; renovated historic doors must be as air-tight as possible; old carpet must be recycled and new carpet made from recycled materials; flooring must come from a certified sustainable forest; and all paints must be low or no volatile organic compounds (VOCs).

Public Buildings also provides custodial services to 12 municipal buildings, using only US GreenSeal approved, environmentally-preferred cleaning products and green cleaning practices (including HEPA filtered vacuum cleaners) in buildings to maintain indoor air quality at a high standard.

The Public Buildings Division is responsible for all aspects of construction, renovation and significant maintenance to City buildings. Public Buildings managed \$5.8 million in maintenance contracts during the previous fiscal year as outlined in the Five Year Public Investment Plan, from the initial phases of designer selection, development of specifications and bid documents through construction project management.

A significant portion of major projects are focused on HVAC improvements in order to reduce energy use and improve occupant comfort, which led the division to engage in an intensive Five Year Capital Improvement Planning process for heating, ventilation and air conditioning (HVAC) equipment in order to be able to optimize preventative maintenance programs and prioritize system repairs and upgrades. During roof replacement projects, membranes are replaced with ENERGY STAR white reflective roofing, and the roof is evaluated for the feasibility and cost/ benefits of installing renewable energy sources.

In the broader community, Public Buildings also supports approximately 75 public events annually by setting up staging and a public address system, and fabricates both temporary and permanent signage.

FY14 GOALS:

- *GOAL 1: Reduce energy consumption through the installation of energy saving technology and upgrades of equipment.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Develop five year maintenance and capital improvement plan for HVAC systems in order to improve efficiency and reliability of systems, as well as to improve occupant comfort (percent complete)	0%	n/a	75%	90%

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of service requests	139	110	110	110
2. Average number of days to close requests	9.5	9.0	9.0	9.0

- *GOAL 3: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of work requests (Operations & Maintenance)	1,047	1,000	1,000	1,000
2. Average number of days to close request	21.8	20.0	20.0	20.0

ACTUAL FY12	PROJECTED FY13		BUDGET FY14	PUBLIC WORKS -Supporting Services/Vehicle Maintenance
------------------------	---------------------------	--	------------------------	--

\$1,664,630
\$1,664,630

\$1,687,975
\$1,687,975

**VEHICLE & EQUIPMENT
MAINTENANCE**

\$1,836,440
\$1,836,440

PURPOSE & OVERVIEW: The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment. Vehicle Maintenance works to reduce the service impacts of unscheduled repairs through a preventive maintenance program, scheduling and documenting all repairs in a computerized work order system. Vehicle Maintenance also plays a key role in snow operations, inspects over 250 Cambridge taxis each year, prepares over 150 City vehicles to receive State Inspection stickers each year, and conducts in-house Commercial Driver's License training.

Vehicle Maintenance plays an important role in the implementation of the City's Green Fleets Policy, which was adopted as part of the Green Communities application process. Under this Policy, all departments must purchase only fuel efficient vehicles for municipal use whenever such vehicles are commercially available and practicable. The City has committed to operating and maintaining its vehicles in a manner that is energy efficient and minimizes emissions of conventional air pollutants and greenhouse gases, and to incorporating alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible. Vehicle Maintenance has also reduced toxics, waste and costs in its operations by using retreaded tires; recycled motor and hydraulic oil, antifreeze, washer fluid and wipe rags; and by recycling approximately 10,000 pounds of metal parts each year.

FY14 GOALS:

- *GOAL 1: Maximize vehicle availability.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of emergency breakdowns	16	30	15	15
2. Number of preventive maintenance service orders	330	250	250	250

- *GOAL 2: Maximize number of staff who obtain a Commercial Driver's License (CDL), in order to improve employee skill level and increase the types of equipment staff are able to operate.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of staff members with a CDL	92	98	98	100

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

PUBLIC WORKS
-Supporting Services/Off-Hour Services

<p><u>\$947,520</u> \$947,520</p>	<p><u>\$950,700</u> \$950,700</p>	<p>OFF-HOUR SERVICES</p>	<p><u>\$877,675</u> \$877,675</p>
---------------------------------------	---------------------------------------	---------------------------------	---------------------------------------

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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

PUBLIC WORKS
-Supporting Services/Energy

\$1,601,665
\$1,601,665

\$1,550,000
\$1,550,000

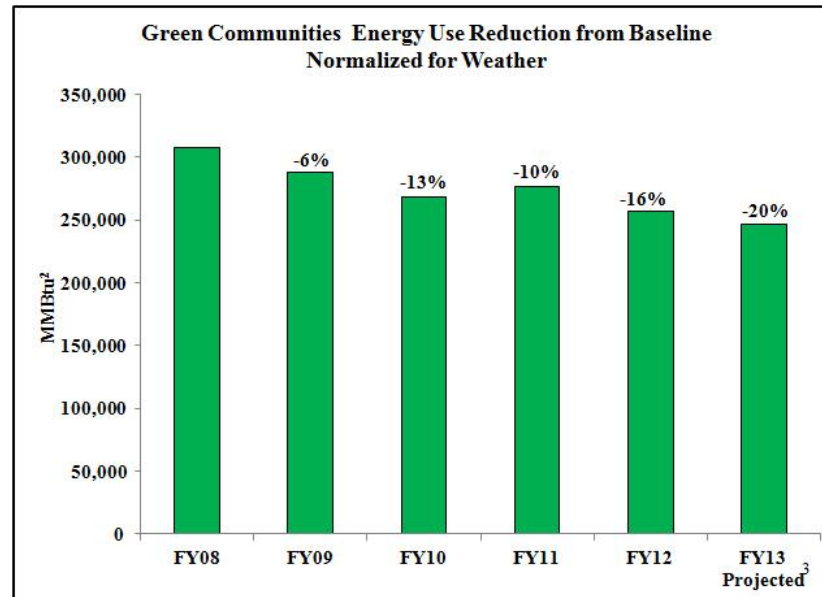
ENERGY

\$1,806,485
\$1,806,485

PURPOSE & OVERVIEW: Public Works is responsible for paying utility and fuel expenses for 22 City buildings, 50 parks and playing fields, 21 wastewater pump stations and over 300 municipal vehicles. Costs are supported by this budgetary allotment plus reimbursements from other City departments. Public Works also tracks energy use and expenses for all City facilities, vehicles, outdoor lighting, and drinking and wastewater operations.

As one of the Commonwealth's first Green Communities, Cambridge committed to reducing energy consumption by 20% in five years from a FY08 baseline inventory¹. Because of the numerous efficiency projects and programs implemented by the City, Cambridge is on track to meet this ambitious goal.

Figure 22: Green Communities Energy Use Reduction from Baseline Normalized for Weather



¹ The City's baseline inventory excludes the following facilities that were being redeveloped/constructed in FY08: Robert W. Healy Public Safety Building, War Memorial Recreation Center, Russell Youth Center and Main Library expansion.

² Btu, or British Thermal Unit, is a unit of energy measurement that can be used across fuel types.

³ Includes projected savings from multi-year measures which began in FY13.

Figure 23: FY09-FY13 Energy Efficiency Projects Completed/In Process

	Efficient Lighting & Occupancy Sensors	Upgrade / Replace HVAC	Add / Expand Building Management Controls	(Re/Retro) Commission	Airseal / Insulate	Other
Area IV Youth Center	√	√	√	√		
Baldwin School	√	√	√			
Cambridgeport School			√			
Cemetery Complex	√				√	
City Hall	√					
City Hall Annex				√		
Coffon Building	√	√	√			
DPW Frazier Administration	√	√	√			
DPW Ryan Garage	√					√ ¹
DPW Simard Building	√					√ ¹
Engine 3 (East Cambridge)	√					
Engine 8 (Taylor Square)	√			√		
Fire Headquarters	√					
Frisoli Youth Center	√	√	√			
Gately Youth Center	√					
Golf Course Complex						
Graham & Parks School			√			
Haggerty School	√	√	√			
High School Field House	√					
Kennedy/Longfellow School	√		√			
King/Amigos School			√			
King Open School			√			
Lombardi Building				√		
Longfellow Building		√	√	√		
Moore Youth Center		√	√			
Morse School	√		√			
Peabody School	√	√	√			
Russell Youth Center				√		
Robert W. Healy Public Safety Facility				√		
Senior Center	√			√		
Solomon Garage	√					
Tobin School			√			
Walter Sullivan Water Purification Facility ²	√	√				√
Non-Building Projects						
Traffic Signals - Complete conversion of walk signals to LED						√
Street Lights - Begin conversion to LED ³						√

¹New,ENERGYSTAR-rated-roof

²Multi-year projects include lighting and HVAC efficiency upgrades, water treatment process changes, installation of variable frequency drives on raw water pumps and upgrades to high efficiency boilers

³ \$6 million project expected to be completed in three years, began during FY13

Public Works continues to manage energy efficiency upgrade projects and to enhance reporting methods to make energy consumption data of municipal facilities available to the public. The Department also serves as a lead sponsor of Cambridge GreenSense, a municipal employee energy and sustainability awareness program. FY13 educational campaigns focused on Waste Reduction, with Sustainable Transportation and Water Conservation planned for future programs.

Public Works continues to collaborate with other City departments to meet additional energy and greenhouse gas reduction goals. The Department also continues to be responsive to requests for increased use of City facilities for community activities. As such, Public Works strives to operate new LEED-certified buildings efficiently and to increase energy efficiency in older facilities.

FY14 GOALS:

- *GOAL 1: Expand energy use analysis to include data normalizing techniques and to design standardized reporting methods for energy performance of City facilities.*
- *GOAL 2: Develop and implement advanced energy management systems to better understand building energy performance, increase energy efficiency, improve occupant comfort and evaluate installed efficiency measures.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of buildings which have been (re/retro) commissioned or returned to ensure buildings are operating at maximum efficiency (cumulative, beginning FY09)	5	10	11	14

- *GOAL 3: Continue to collaborate with other City departments in investigating renewable energy opportunities on municipal property, establishing uniform best practices in facility management and operations, and developing municipal greenhouse gas inventory and emissions goals.*
- *GOAL 4: Continue Cambridge GreenSense, a municipal employee energy and sustainability awareness program to improve energy efficiency and environmentally friendly practices throughout City government.*

**WATER
-Summary**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$6,509,045	\$5,597,865	ADMINISTRATION	\$5,497,160
\$5,325,155	\$5,658,950	SOURCE OF SUPPLY	\$5,665,755
<u>\$2,515,375</u>	<u>\$2,723,690</u>	TRANSMISSION & DISTRIBUTION	<u>\$3,075,785</u>
<u>\$14,349,575</u>	<u>\$13,980,505</u>		<u>\$14,238,700</u>

PURPOSE & OVERVIEW: The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 105,000 residents. The CWD operates under the general

direction of the City Manager. The Cambridge Water Board is comprised of five members appointed by the City Manager, who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. The mission of the Department is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

The CWD continues to implement its long-term capital strategic plan to ensure integrity and functionality of the Cambridge water system. The systems that comprise the Water Department are: the watershed and its related facilities such as gatehouses, dams, spillways and valves; the Stony Brook conduit and associated valving; the Fresh Pond Reservoir; the treatment plant; the Payson Park finished water reservoir; the Payson transmission lines and associated valving; the distribution system; and three Massachusetts Water Resource Authority (MWRA) emergency interconnects.

There will be continued emphasis on: improving customer service, saving energy through continued conservation efforts (i.e. GreenSense Program), mechanical upgrades (i.e. variable frequency drives (VFDs) on pumps), process modifications (i.e. storage, pump, disinfection and filter operations) and renewable energy sources (i.e. solar panels); revitalizing the water distribution system; continuing upgrades and restoration improvements to the Fresh Pond Reservation guided by the Master Plan; the Stony Brook Conduit; Payson Park force and supply lines; and treatment plant process optimization, to improve the water quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with the Department of Public Works performing utility work, such as sewer separation and Chapter 90 roadway work, will be pursued to optimize cost and minimize disruptions to the public.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the implementation of the boiler, lighting and process energy saving measures. Continue the implementation of the variable frequency drives (VFDs) on the raw water pumps and the solar panels on the building roof. These efforts are in concert with the City, to help achieve the Green Communities Act goal.
- Continued the peak electrical demand management plan to conserve electricity and reduce the demand charges to the City. Signed a "Demand Response" contract to reduce electrical demand during emergency "electrical grid" situations.
- Purchased 53.6 acres of watershed land to continue the protection of Hobbs and Stony Brook Reservoirs.
- Coordinated the 6th annual Fresh Pond Reservation Day in June.
- Produced over 4.7 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Continued the treatment facility process equipment maintenance and replacement program.
- Continue to provide school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Completed/continued cooperative infrastructure projects on: Portland Street, Cambridge Park Drive, Discovery Park, Contracts 13, 14, 15 and 17 Sewer Separation, CAM 004 and Western Avenue.
- Completed the repairs on two portions of the Stony Brook Conduit in Watertown.
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Conducted the annual leak detection of the distribution system and found and repaired 10 leaks.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices and continued surveying facilities for cross connections throughout the city.
- Distributed the 2012 annual "Consumer Confidence Report" on drinking water quality via direct mail and the Department website.
- Responded to and repaired all water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Rehabilitated over 10,000 feet of water mains; replaced lead water services and replaced or repaired 100 valves; eliminated over 10,000 feet of parallel old cast iron pipe; and maintained a 99.9% in-service rating for fire hydrants.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 61,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.

- Completed the upgrade of the Department's website to allow for easy access and maintenance of vital information.
- Completed Black's Nook site improvements, Phase IV of the Glacken Slope Restoration, repairs to the Hobbs Brook Reservoir Dam (damaged in the rain storm in May 2010) and the design development phase of the Kingsley Park Restoration Project.
- Implemented an Interim Signage Plan and refined the permitting process for use of the Reservation based on the Fresh Pond Master Plan and the Shared Use Recommendations. Completed two years of visitor use data utilizing electronic counters.
- Updated the Hazardous Materials Response Atlas, the Emergency Action Plan (EAP) and the Operations and Maintenance Plans for the Hobbs and Stony Brook Reservoirs.
- Through the Fresh Pond Reservation and Volunteer Stewardship Programs, coordinated over 900 hours of volunteer work.
- Continued to review, monitor and inspect major development projects in the watershed.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		\$14,238,700
Water Usage Charge	\$13,338,700	
Misc Water Charges	\$105,000	
Cross Connection Fee	\$495,000	
Retained Earnings/Water Fund	\$300,000	
TOTAL FY14 BUDGETED REVENUE		\$14,238,700

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$6,446,320
OTHER ORDINARY MAINTENANCE	\$3,982,800
TRAVEL & TRAINING	\$86,580
EXTRAORDINARY EXPENDITURES	\$3,723,000
TOTAL FY14 BUDGETED EXPENDITURES	\$14,238,700

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	55	55	55

**WATER
-Administration**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$1,571,660	\$1,517,525
\$407,410	\$397,535
<u>\$4,529,975</u>	<u>\$3,682,805</u>
\$6,509,045	\$5,597,865

**ADMINISTRATIVE
ENGINEERING & CROSS
CONNECTION
DEBT SERVICE**

\$1,535,960
\$413,200
\$3,548,000
\$5,497,160

PURPOSE & OVERVIEW: The Administration Division is responsible for performing administrative, personnel, financial, metering, cross connection and customer relations functions. The Division also assists in the quarterly processing of water bills for the 15,000 metered accounts in the City as well as all other billing for the Department. The Division is also responsible for the Automated Meter Reading (AMR) "high read" notification system, making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY14 GOALS:

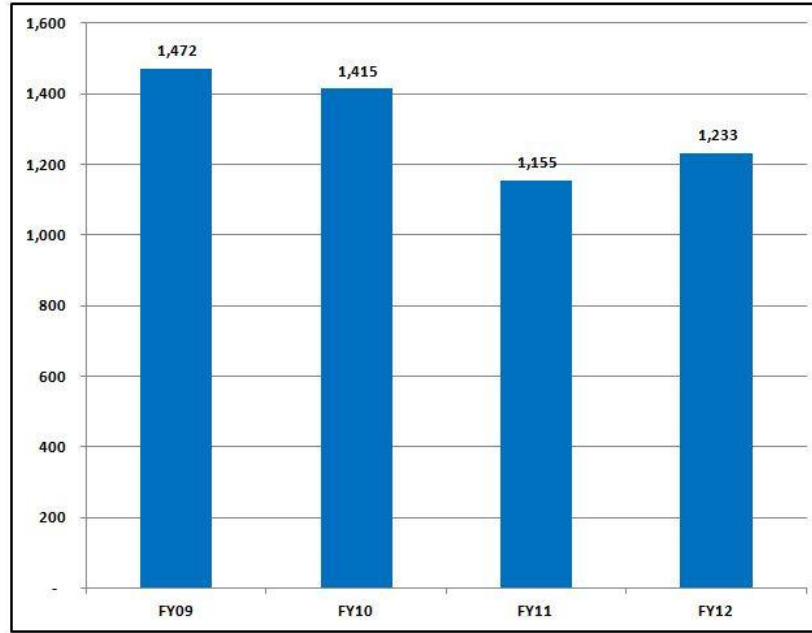
- *GOAL 1: Improve customer relations through development of programs that educate the public and disseminate information, including routine webpage updates, conduct general tours, open houses, school and community activities.*

- *GOAL 2: Improve metering, meter reading efficiency and customer service. This includes replacing older meters in the system on a scheduled basis.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Meters replaced	342	500	500	500

Figure 1: Number of Notices to Customers Who Have High Water Use

The following chart shows the number of notices issued by Water Department to customers with high water use.



Note: Automatic Reading Program (AMR) was not in service in FY08

- **GOAL 3:** *Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and implementing uniform work practices.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of staff receiving required Department of Environmental Protection training	100%	100%	100%	100%
2. Department training hours obtained	550	550	550	550

- **GOAL 4:** *Maintain the cross connection program in order to protect public health by performing 100% of the required Department of Environmental Protection (DEP) requirements.*
- **GOAL 5:** *Maintain long range capital plans.*

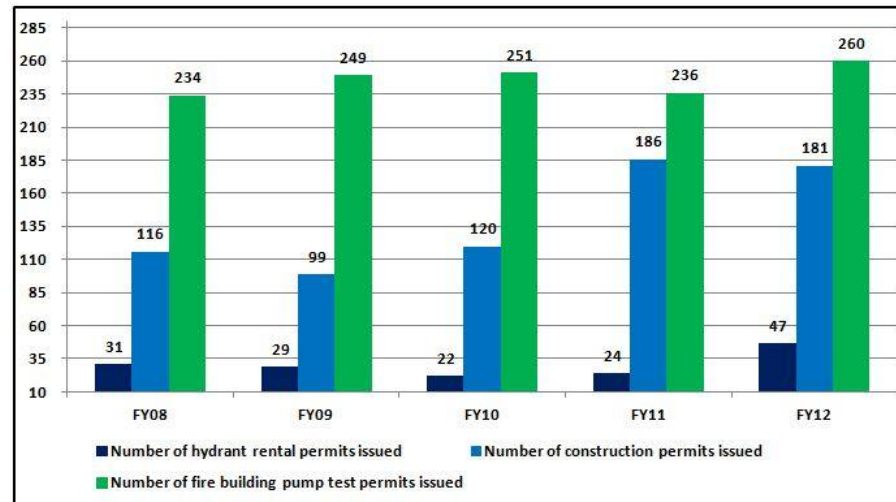
ENGINEERING & PROGRAM DEVELOPMENT

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.

FY14 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 permits in a timely manner, pursuant to citywide permit guidelines.*

Figure 2: The following chart provides information on permits issued by the Engineering Division



- **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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**WATER
-Source of Supply**

\$1,050,785	\$1,142,230
\$4,234,005	\$4,470,620
<u>\$40,365</u>	<u>\$46,100</u>
\$5,325,155	\$5,658,950

WATERSHED	\$1,193,050
WATER TREATMENT OPERATION	\$4,426,605
DEP ASSESSMENT	<u>\$46,100</u>
	\$5,665,755

PURPOSE & OVERVIEW: The Watershed Division is responsible for the management and operation of the City's four reservoirs located in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Hobbs

Brook and Stony Brook reservoirs are the primary source of water for our system. The total capacity of the two up-country reservoirs is 3,445 million gallons. The water is transferred to the terminal reservoir, Fresh Pond, via the Stony Brook Conduit. The Fresh Pond Reservoir has an additional 1,308 million gallons of water storage. The watersheds serving the three reservoirs total 24 square miles. The Division works to develop and implement intricate watershed protection and hazardous materials response plans, seeking partnerships where appropriate; conducts environmental and raw water quality monitoring; manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements the Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

FY14 GOALS:

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Develop/implement a Community Watershed Program for City owned watershed land in Lexington and Lincoln	50%	75%	75%	100%
2. Develop a de-icing management plan for watershed communities and businesses	50%	75%	75%	100%

- *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Implement the Winter Street Dam Embankment and Spillway Repairs	30%	90%	75%	100%
2. Develop a sustainable landscape maintenance Best Management Practices plan for Fresh Pond Reservation	50%	75%	75%	100%
3. Implement Hobbs Brook Reservoir Trapelo Road and Winter Street Gatehouse Restoration	30%	100%	85%	100%
4. Implement last phase of the restoration plantings at Glacken Slope	50%	n/a	75%	100%

- *GOAL 3: Maintain the source area - Water Quality Monitoring Program.*

WATER TREATMENT OPERATIONS

PURPOSE & OVERVIEW: The Water Treatment Operations Division is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition to managing the treatment facility, this Division maintains a certified water quality laboratory to support all divisions of the Department. This laboratory provides analytical services for the watershed monitoring program, plant process control, regulatory compliance, distribution system monitoring and a variety of customer support needs (e.g. homeowners, schools and businesses).

In order to reduce energy usage and help achieve Green Communities Act goals, the Water Treatment Operations Division has initiated implementation of several energy saving projects, within the Water Treatment Plant processes.

FY14 GOALS:

- **GOAL 1:** *Optimize, operate, maintain and perform all necessary preventive maintenance programs for the Water Treatment Facility. Perform 100% of the required transmission and distribution tests.*

Figure 3: Water treatment plant tests and water quality tests performed through lab

The following chart provides information on tests processed through the lab at the Water Department.

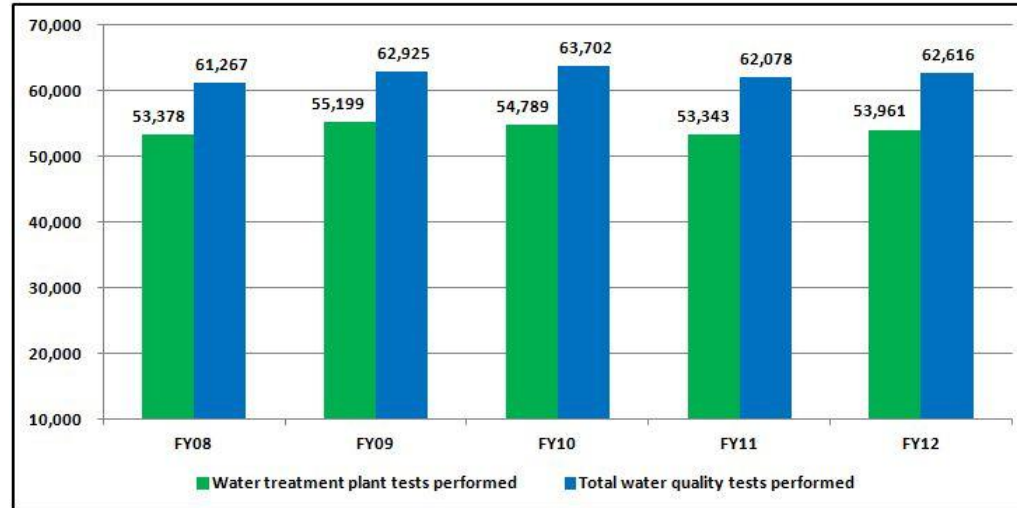
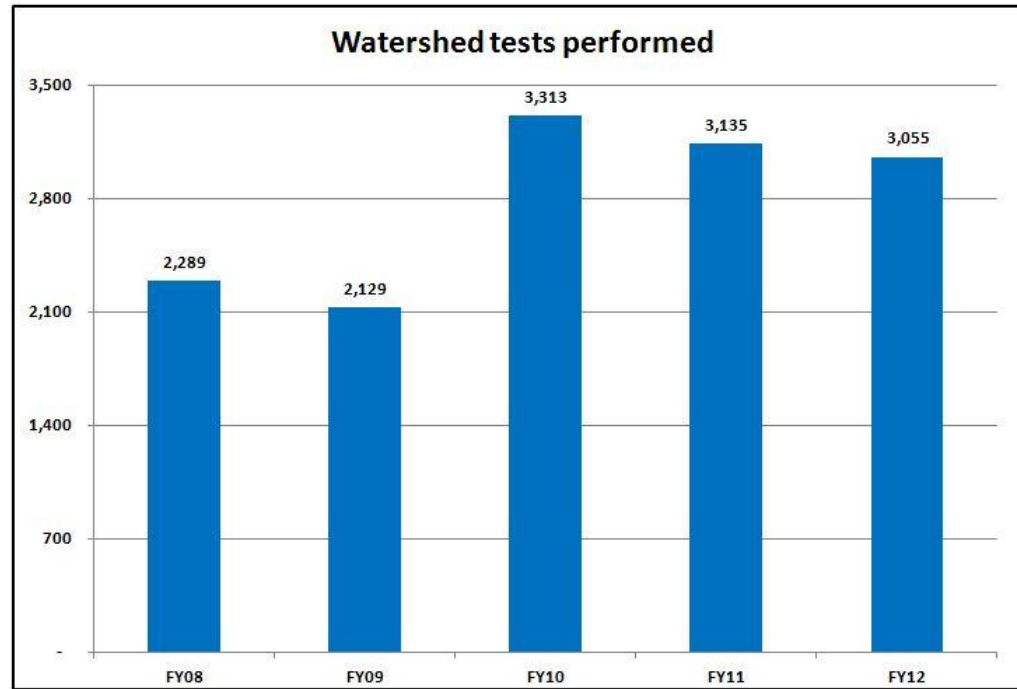


Figure 4: Watershed tests performed through lab

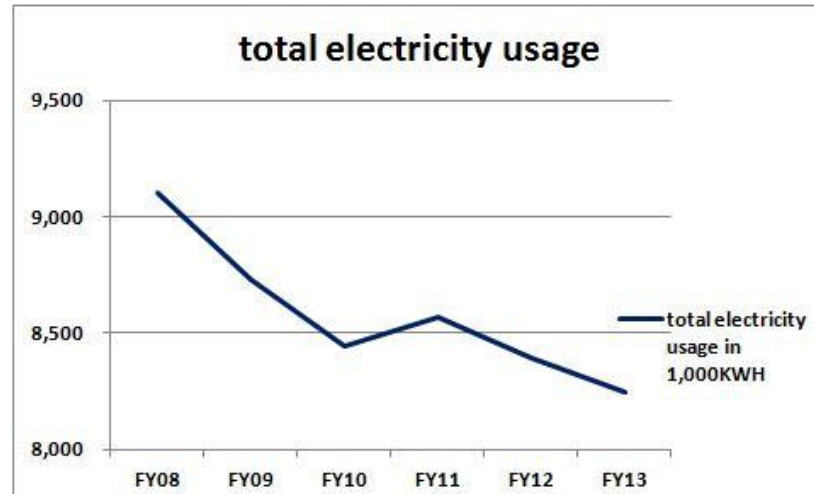
The following chart provides information on watershed tests processed through the lab at the Water Department.



- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*
- *GOAL 3: Perform 100% of the required Department of Environmental Protection (DEP) analytical testing.*

Figure 5: Treatment Plant Energy Usage

The following chart shows electricity usage at the Water Treatment Plant for the period FY08 - FY13.



- *GOAL 4: Update and maintain quality and process controls.*
- *GOAL 5: Perform 100% of the annual certification performance testing.*

DEP ASSESSMENT

PURPOSE & OVERVIEW: The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY13 is \$8.50 per million gallons of water usage. The assessment is based on prior year consumption. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

**WATER
-Transmission & Distribution**

\$2,515,375
\$2,515,375

\$2,723,690
\$2,723,690

TRANSMISSION & DISTRIBUTION

\$3,075,785
\$3,075,785

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.

FY14 GOALS:

- *GOAL 1: Rehabilitate the water distribution system.*

Figure 6a: Rehabilitation of Water Distribution System in Linear Feet

	FY08	FY09	FY10	FY11	FY12	FY13 Projected
Linear feet of installed, cleaned and lined, and/or replaced water main	1,890	1,850	3,045	9,715	11,470	10,000
Linear feet of eliminated parallel old 6" cast iron pipe	1,940	4,450	3,220	14,407	11,350	10,000
Number of lead services eliminated	109	122	64	76	63	100

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance, including conducting 100% of required fire hydrant tests throughout the city.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of fire hydrants replaced	27	20	20	30

- *GOAL 3: Maintain a percentage rate of 99.9% of in-service hydrants.*
- *GOAL 4: Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

6b: Valve Replacement and Repairs

	FY08	FY09	FY10	FY11	FY12	FY13 Projected
Valves replaced/repaired	37	27	45	67	119	100

Figure 7: Water mark-outs performed

The following chart provides information on water mark-outs performed by the Water Department.

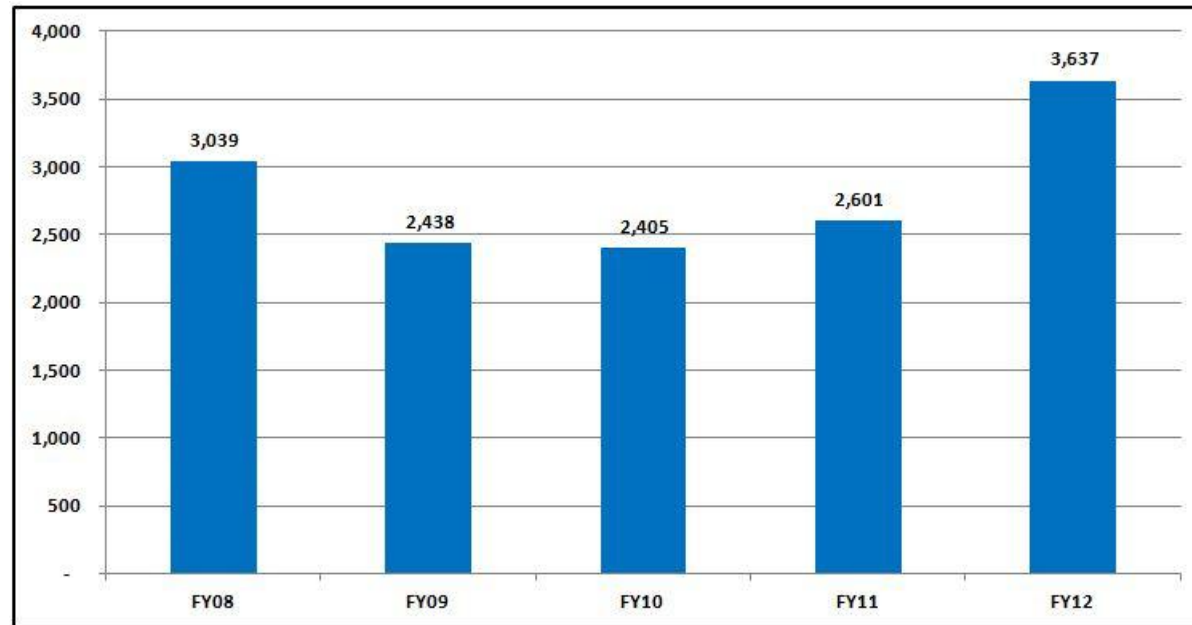


Figure 8: Inspections performed

The following chart provides information on inspections performed by the Water Department.

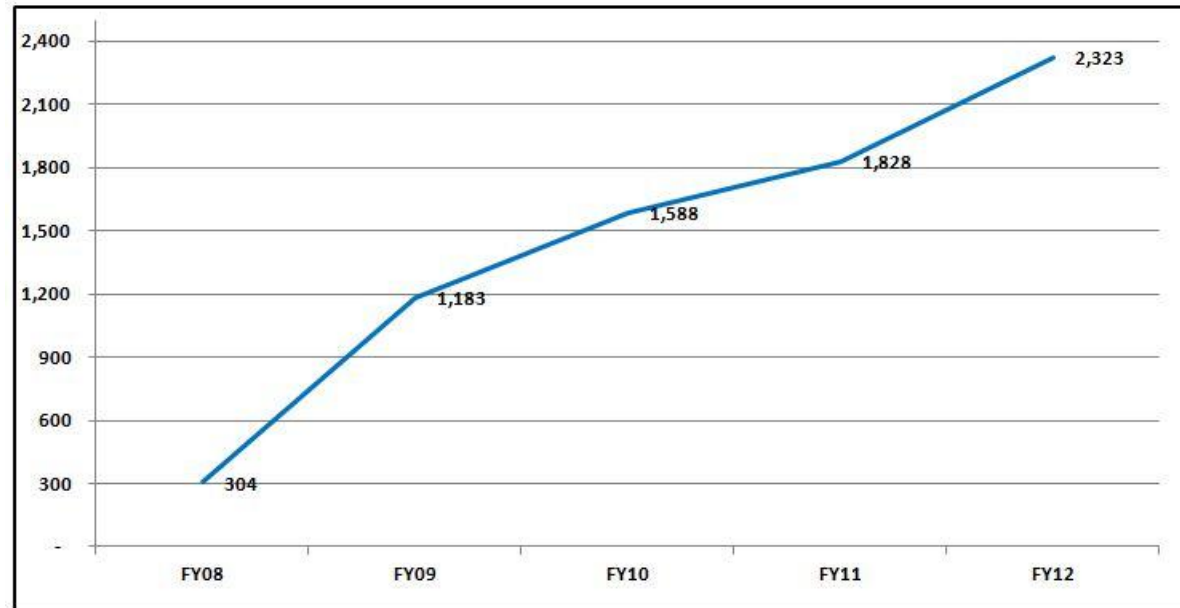
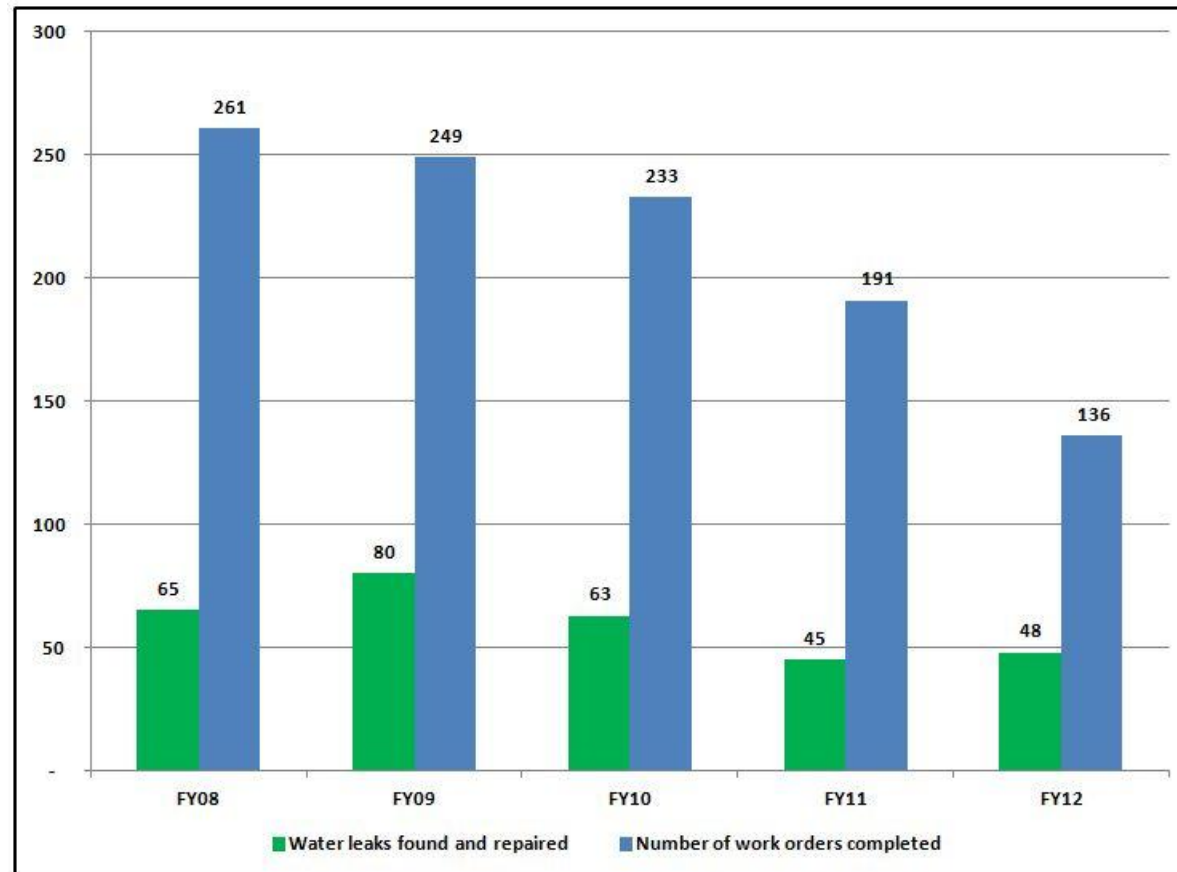


Figure 9: Water leaks repaired & work orders completed

The following chart provides information on leaks repaired and work orders completed by the Water Department.



ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**COMMUNITY DEVELOPMENT
-Summary**

\$1,256,955
\$3,984,295
\$5,241,250

\$1,421,730
\$4,051,390
\$5,473,120

**ADMINISTRATION
COMMUNITY PLANNING**

\$1,494,855
\$4,181,485
\$5,676,340

PURPOSE & OVERVIEW: The Community Development Department (CDD), as the City's planning agency, works to guide future growth and change in a manner that best supports the overall health, sustainability and diversity of the city.

With four programmatic divisions, Community Planning, Housing, Economic Development and Environmental and Transportation Planning, the Department takes an interdisciplinary approach to enhancing the urban environment. CDD works collaboratively with other City departments, state and federal agencies, and residential, institutional and commercial stakeholders to maintain a high quality of life in Cambridge.

The Community Development Department focuses on initiatives to enhance the character of the city's neighborhoods while supporting sustainable economic growth that contributes to the tax base, expands job opportunities for residents and enables a high level of services in the community. In addition, the Department seeks to strengthen communication and build productive partnerships among and between City government, residents, the business community, nonprofits and major institutions.

The Community Development Department advances these goals by:

- Creating and preserving affordable rental and ownership housing;
- Developing and implementing initiatives to protect the environment, address issues of climate change and adaptation, and institutionalize sustainable practices in municipal operations as well as in the broader community;
- Conducting neighborhood-focused and comprehensive planning efforts, and multidisciplinary review of large projects;
- Strengthening the vitality of the city's commercial districts;
- Attracting and retaining businesses of all sizes and providing direct technical assistance to Cambridge businesses and commercial districts;
- Renovating neighborhood parks and playgrounds, and working to provide a variety of open space and recreational opportunities within a dense city; and
- Planning transportation infrastructure that enhances safety, encourages walking, cycling and public transportation, and supports the City's vehicle trip reduction goals.

As it pursues these objectives, the Community Development Department engages a broad array of interests and

viewpoints. These include residents, community groups, non-profit organizations and institutions, private developers, the business community, City boards and commissions and other government agencies. The Department also provides direct administrative support to a number of standing committees, boards and commissions. These include the Planning Board, the Affordable Housing Trust, the Climate Protection Action Committee, the transportation advisory committees (Pedestrian, Bicycle and newly-formed Public Transportation Committee), and the interdepartmental open space and transportation committees.

The Community Development Department advances a variety of initiatives with the assistance of ad hoc advisory committees, including the Healthy Parks and Playgrounds Advisory Committee and various study committees that focus on specific areas of the city. The Department also closely cooperates with many committees of the City Council including Ordinance; Housing; Environment; Economic Development, Training and Employment; Neighborhood and Long Term Planning; and Transportation, Traffic and Parking. In addition, the Department works in conjunction with state agencies and other planning and advocacy organizations to represent Cambridge's long term interests in regional transportation, environmental, economic development, housing and open space initiatives.

The Community Development Department's work is funded through a combination of grants, taxes and federal programs, including Community Development Block Grant (CDBG) and HOME. Given ongoing federal and state funding limitations, these resources are strategically deployed to maximize their impact and leverage new investment.

This approach has yielded a synergistic level of activity around growth in the local economy, neighborhood vitality and enhancement of the amenities and services that contribute to a healthy and livable city. Following a robust Kendall Square/Central Square Planning Study (K2C2) process, zoning and non-zoning recommendations have been developed to help achieve the expressed vision. Cambridge continues to draw major businesses in the technology and life sciences sectors as well as a wide variety of innovation start-up entrepreneurs. Cambridge has a competitive edge provided by proximity to world class institutions, an educated and creative workforce, and broad-ranging cultural, culinary and entertainment options, all easily accessible by walking and public transportation.

In addition to physical expansion already underway for Google, Biogen, Pfizer, Microsoft and Ironwood Pharmaceuticals, Amazon in 2012 established a new office in Cambridge employing 150-200 people and Ariad Pharmaceuticals announced plans to expand and consolidate its Cambridge operations. Venture capital firms such as Atlas Ventures, Bessemer Venture Partners, Highland Capital, Matrix Partners and Charles River Ventures have moved from the suburbs to Cambridge, demonstrating the high level of interest in funding local endeavors. The power of the Cambridge "innovation cluster" has been noted this year by local and national media such as *The New York Times*, *Forbes* and WGBH.

This unprecedented confidence in Cambridge as a business location is fueled by, and at the same time helps to support, the city's high quality of life. In the last year, the City was named by *Prevention Magazine* as the Best

Walking City in America; featured by *Forbes* as one of the best cities for business and careers; named by America's Promise Alliance and ING U.S. as a promising community for youth; and noted in a Governing.com blog as being favorably rated in a Human Rights Campaign report for LGBT equality. The Hubway regional bike share program was launched with the installation of 24 stations citywide and continues to grow. Central Square was selected by Massachusetts Cultural Council as a state-designated Cultural District, which will help bring additional resources to support and promote the Square's unique identity and sense of place.

Given citywide business growth and increased real estate activity, the availability of affordable housing is key to maintaining Cambridge's diversity and livability. Over the last year, CDD's Housing Division facilitated 14 new affordable units of rental housing developed by nonprofit housing providers, 13 affordable homeownership units and more than 175 affordable units privately developed under the Inclusionary Zoning Ordinance, with significantly more in the pipeline. The Division also completed preservation and/or rehab of 235 affordable rental units, while preservation plans were advanced for an additional 161 units.

Sustainability principles underlie CDD's approach to managing growth and developing program initiatives. Progressive transportation policies, carried out over time, have fueled the overall desirability and health of the city. Aggressive pursuit of greenhouse gas reduction goals and addressing impacts of climate change are essential to Cambridge's continued success. In 2012, CDD launched a comprehensive public assessment of Cambridge's vulnerability to climate change, which will continue through FY14.

Consistent with City Council goals, additional CDD priorities for the coming year include:

- Enhanced public outreach to broaden civic engagement.
- Multi-media marketing of Cambridge to attract and sustain the elements of its unique character and economic strength. Although the local economy is strong in life science, clean technology and high technology companies, Cambridge must remain competitive in attracting new companies.
- Increased coordination with the Department of Human Services Programs (DHSP) on workforce development to reflect local economic growth patterns and support optimal matching of skills to available job opportunities.
- Update Nexus Study to assess the market conditions and community needs that determine linkage requirements (community benefits) for new development.
- Coordination with the Cambridge Redevelopment Authority (CRA) as one of the key stakeholders in implementing the recently-completed Kendall Square plan.

The Community Development Department's agility and integrated approach addresses immediate priorities within the context of larger trends and issues, and enables continued progress toward the City's long term goals.

FY13 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 the Kendall Square/Central Square Planning Study (K2C2) working with the respective advisory committees and broader community. The plan and recommendations create a vision for the future of both squares, and the Osborn Triangle area south of Main Street, building upon the special nature of these areas that together constitute a nexus for the local and regional science, technology, innovation and cultural/creative economy. Recommendations focus on continued enhancement of the vibrant, mixed-use nature of the area and emphasize sustainability of future development both at the individual building and neighborhood scale. The plan encourages transit-oriented mixed uses; additional housing development, particularly for middle-income residents; attraction of startup companies that energize the area; and active ground floor programming to create a pleasant walkable, bikeable environment. Consistent with study recommendations, completed work with Forest City Enterprises and MIT to enhance opportunities for growth of the Cambridge innovation economy and new housing.
- Initiated the Kendall Square/East Cambridge Open Space Planning Study, working with consultants, the CRA, and a committee of residents, property and business owners to establish a comprehensive plan that integrates the variety of new and existing open spaces in the evolving Kendall Square/Eastern Cambridge area. The process will reflect the vision expressed in the Kendall (K2C2) study of a network of well connected, managed and programmed parks and open spaces.
- Completed construction of Alberico, David Nunes (Old Morse) and Fulmore parks in Cambridgeport. Renovations at these neighborhood-focused parks optimize a unique opportunity to create spaces for play and community gathering in a networked context and offer a range of activities for users of all ages and physical abilities. Completed the public processes for renovation of Hurley Park and for enhancement of the plazas at the intersections of Bishop Allen & Main and Elm & Hampshire, using newly available Community Preservation Act Open Space funds.
- As part of ongoing implementation of the Charles River planning study recommendations to improve riverfront access and user experience, worked with other City departments to enhance the Riverfront Mobile Food Program, which permits food truck operation on weekends near riverfront parks. The program will be expanded to support mobile food vending as a means to activate public open spaces, broaden access to freshly prepared food and encourage creative new food service businesses in the city.
- Completed work with the neighborhood, Planning Board and City Council to implement new zoning resulting from the North Massachusetts Avenue Corridor Study, which addresses urban design, streetscape and retail mix from Beech Street to the Arlington line. Completed work with Agassiz and Neighborhood Nine residents to create a streetscape masterplan for the section of Massachusetts Avenue between Porter and Harvard squares and establish a replicable "demonstration block" in the project area consistent with the plan's recommendations for improvements to support the safety, walkability and vitality of the Avenue.

- Conducted design review of development projects citywide, including residential projects at 160 and 165 Cambridgepark Drive as well as a new mixed use building (housing/retail) in the North Point development that will provide a key pedestrian connection to the MBTA Orange Line through the North Point site. Major commercial projects totaling more than 2 million sq. ft. and significant new residential development comprising more than 2,700 units, are now under way.
- Continued enhancement of information and tools on the Department's new website and established an energetic social media presence to successfully engage new audiences and broaden participation in CDD's projects and programs. Performed analysis of demographic and market data to inform City departments and the public of community characteristics and trends, and support the design and delivery of responsive, high quality City services.

Strengthen and support human services, public education and out of school learning in Cambridge for the benefit of residents of all ages.

- Supported skills training for 125 out-of-school youths enrolled in the YouthBuild Just-A-Start AmeriCorps Program. Also supported Just-A-Start's Cambridge Biomedical Careers program to enable 9 Cambridge residents to upgrade their skills in preparation for jobs in the local bio-medical sector. The Economic Development Division continues to work with local organizations and City agencies to promote workforce development, local job growth and job matching initiatives.

Value and support the racial, socioeconomic, cultural and religious diversity of our city.

- Working with the Mayor and the Department of Human Service Programs (DHSP), completed final report, outreach and public survey that followed the work of the Silver Ribbon Commission on Aging and its recommendations regarding housing options for seniors. This effort constitutes a first step toward a range of planned initiatives to ensure that Cambridge continues to provide an environment within which people of all ages can thrive.
- Educated more than 520 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 120 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition, classes were offered on specialized topics including post-purchase homeowner education, multi-family homeownership, and understanding and repairing credit to prepare for homeownership.
- Conducted monthly information sessions at rotating neighborhood locations to explain the application process for affordable rental and homeownership units available through the CDD Housing Division. Participated in community 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 Harvard Square May Fair.
- Assisted more than 35 households through the City's home improvement loan programs. These loan programs help make home improvements feasible and help to stabilize the housing of low and moderate-

income residents.

Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

- Led a successful interdepartmental community process to redesign Huron Avenue and also incorporate new traffic calming measures in conjunction with sewer separation activity in the area, working through a variety of complex neighborhood transportation issues to reach the best design solution. Completed final design for Cambridge Common project to meet Massachusetts Department of Transportation (DOT) requirements for bidding and FY14 construction. Completed traffic calming design for Second Street and Longfellow Road and provided design oversight for traffic calming construction in the Locke Street area and at the Scott/Irving intersection.
- In collaboration with Traffic, Parking & Transportation Department, advocated to maintain bike lanes on the BU Bridge by conducting traffic analysis and presenting results to interagency working group. To expand the local pathway system, worked with DCR to acquire the majority of the Watertown Branch rail line, including bringing the portion of the line that runs through the Fresh Pond Reservation under City control. Represented City interests in ongoing planning for other regional projects such as the Green Line Extension, the Grand Junction Corridor, McGrath/O'Brien Highway and MBTA service planning.

Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.

- Worked with the Climate Protection Action Committee, interdepartmental steering committee and consultant team to begin comprehensive assessment of Cambridge's vulnerability to climate change in terms of impacts on people, infrastructure, public health and the economy. A technical advisory committee composed of community stakeholders is helping to guide the assessment and provide critical information; an expert advisory panel of leading climate experts will provide feedback on the assessment's technical approach and assumptions; and public workshops will be held to solicit feedback from the community. The assessment will serve as the foundation for a climate change resilience and adaptation plan for Cambridge.
- Launched the online Cambridge Solar Map tool to provide technical and financial information to help building owners evaluate the feasibility of rooftop solar photovoltaic (PV) systems and take initial steps toward installation. Facilitated installation of 9 new residential solar hot water systems through Cambridge Energy Alliance's (CEA) solar hot water rebate initiative for property owners. Continued multi-pronged outreach efforts around climate issues, hosting or attending over 60 community events to provide information about energy efficiency and renewable energy.
- Participated in Massachusetts Department of Energy Resources (DOER) Sunshot Grant Program to broaden access to solar through reduction of "soft costs" (permitting, zoning, etc.) associated with PV installation; developed report on the feasibility of community-shared solar PV systems. Produced "how to" guide for multifamily buildings interested in implementing solar PV systems to generate electricity.

Drafted new building energy use disclosure ordinance for Cambridge to better document progress toward the City's climate goals. Assisted the Mayor with development of new university-city sustainability compact, establishing shared goals, actions steps and a timeline for accomplishments.

- Transitioned the CitySmart social marketing pilot into a permanent citywide program with newly designed collateral materials and a full complement of online information to encourage residents to switch from driving to walking, biking or taking transit. Partnered with MIT researchers to create a new database for ongoing analysis and enhancement of the City's Parking and Transportation Demand (PTDM) program, which now regulates approximately 8.7 million square feet of development and 16,700 parking spaces. Cambridge's transportation policies have achieved lower drive-alone rates and a favorable impact on public health and economic vitality.
- Engaged hundreds of City employees in an ongoing initiative to switch from driving alone to more sustainable transportation choices. Offered a range of incentives and activities for staff throughout the year, such as guided walks, biking workshops, bike safety check-ups and the first Employee Transportation Fair.
- Following a successful summer launch of Hubway regional bike share in Cambridge, worked with community partners and funders to add to the initial 24 stations by the end of FY13. Expanded the City's bicycle parking program, establishing an annual \$50,000 capital budget allocation for installation of new bike racks and leveraging \$96,000 in regional Metropolitan Planning Organization (MPO) funds. Completed successful pilot season for bicycle parking stalls throughout the city. Installed 65 artist-designed bike racks at Cambridge schools and 120 standard racks on public sidewalks. With the tripling of cyclists in Cambridge over the last decade, the City continues to prioritize roadway improvements, amenities and connections to enhance the biking environment.
- In conjunction with Kendall Square/Central Square Planning Study, conducted and presented transportation and MBTA transit analysis, including an evaluation of Red Line capacity, to assist the visioning for future zoning and development. Developed new sustainability standards for Kendall and Central Squares and continued review of projects subject to Green Building Requirements, thereby ensuring that the current growth in Cambridge supports a healthier environment over time.
- Worked with other City departments and neighborhood organizations to broaden access to fresh, healthy food in Cambridge. In addition to providing ongoing design services for schoolyard and community gardens, assisted with permitting and outreach for the city's farmers markets. Kicking off its second season, the winter farmers market at the Cambridge Community Center saw approximately 1,000 people come through the doors to shop from about 24 area vendors of fresh produce, baked goods and artisanal products, and enjoy live music and children's programming. With the Cambridge Food & Fitness Policy Council, provided technical assistance to encourage new and support existing business endeavors that enhance community access to healthy food and/or fitness opportunities, including the sale of fresh produce in corner stores, fitness and training services, and food trucks in underserved areas.

Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.

- Worked with the Affordable Housing Trust, non-profit and private developers, and the Cambridge Housing Authority, to assist 467 affordable units under development with CPA funds in FY13. Significant accomplishments include completion of 14 new homeownership units in Wellington-Harrington, which were sold to moderate- and middle-income homebuyers; completion of redevelopment of 70 family-sized rental units at Lincoln Way; completion of major renovations of 103 units at the Cambridge YWCA; completion of rehab of 122 units for low-income seniors in Riverside; and preservation of 10 units in mid-Cambridge. A preservation plan was developed for the 94-unit Putnam Square Apartments while rehabilitation plans were prepared for the 50-unit Chapman Arms in Harvard Square and 32-unit Bishop Allen Apartments in Central Square, both preserved as affordable housing through nonprofit purchase in FY12. In addition, new affordable developments were proposed in both Area Four and North Cambridge.
- 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 370 families have become homeowners in the past 10 years.
- Worked with private developers to create 175 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 educational workshops, including "Steps to Starting Your Own Business," "Social Media Boot Camp," "HR for Entrepreneurs," "Accounting Fundamentals for Small Businesses" and "Building a Basic Website."
- Through the Retail Best Practices Program, assisted 40 Cambridge retailers and provided 12 matching grants for interior and marketing improvements to businesses. Through the Façade Improvement Program, provided matching grants for 10 commercial storefronts and provided architectural design services to 15 additional businesses.
- Provided technical assistance to further strengthen the city's commercial districts and to help independent businesses thrive, including special event planning and logistical support for the Inman Square Business Association; conducting a business inventory and generating property data for the Central Square Business Association and newly-designated Central Square Cultural District; coordinating Huron Village and Observatory Hill business participation in the Huron Avenue roadway reconstruction process; and outreach assistance for Cambridge Local First. Conducted the Porter Square Customer Intercept Survey

to obtain more detailed market information; acquired responses from 233 individuals and produced a report showing that demand remains strong for outdoor gathering spaces, special events and additions to the retail mix.

- Followed up on outreach to BIO2012 conference attendees to market Cambridge as an advantageous business location for existing and potential new companies. The arrival of companies including Era7 Bioinformatics, Alacrita, Algeta US and Cambridge Consulting grew out of these efforts. Developed an Innovation Survey to connect with the local startup and innovation community and better understand the needs of these entrepreneurs.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$3,856,210
Real Estate Taxes	\$3,856,210	
CHARGES FOR SERVICES		\$396,395
Water Usage Charge	\$30,000	
Parking Fund Parking Usage	\$321,895	
Sewer Service Charge	\$44,500	
LICENSES AND PERMITS		\$55,000
Plan Review Permit (Com Dev)	\$55,000	
FINES & FORFEITS		\$140,000
Parking Fines	\$140,000	
INTERGOVERNMENTAL REVENUE		\$1,095,735
C.D.B.G.	\$1,079,550	
State Cherry Sheet Revenue	\$16,185	
MISCELLANEOUS REVENUE		\$133,000
Interest Earnings	\$60,000	
Bus Shelter Advertising	\$73,000	
TOTAL FY14 BUDGETED REVENUE		\$5,676,340

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$5,208,680
OTHER ORDINARY MAINTENANCE	\$451,095
TRAVEL & TRAINING	\$16,565
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$5,676,340

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	44	43	43

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**COMMUNITY DEVELOPMENT
-Administration**

\$528,645	\$611,080	GENERAL MANAGEMENT	\$658,215
\$262,000	\$134,085	CDBG	\$130,215
\$276,535	\$441,375	FISCAL	\$444,490
<u>\$189,775</u>	<u>\$235,190</u>	CLERICAL	<u>\$261,935</u>
\$1,256,955	\$1,421,730		<u>\$1,494,855</u>

PURPOSE & OVERVIEW:

The Administration Division provides leadership, policy direction, and financial, regulatory and operational support to the Community Development Department, and

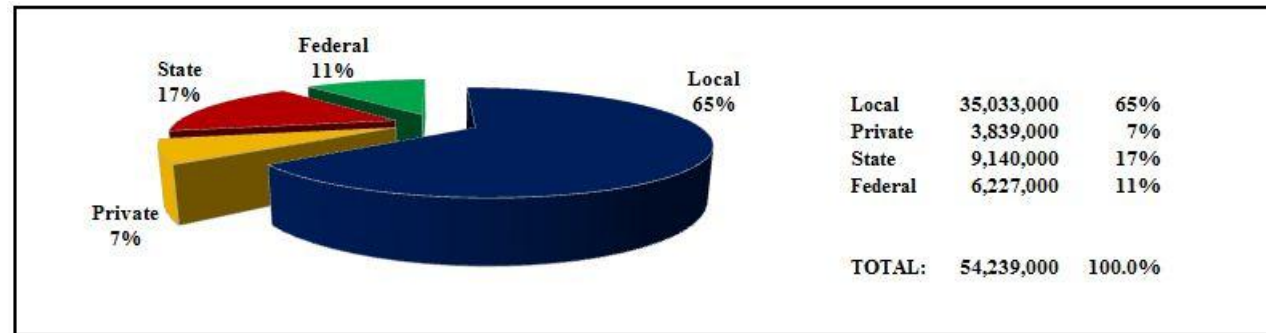
coordinates with other City departments and state and federal agencies. The Division consists of general management, fiscal and grant program management, and clerical functions.

Consistent with the City's commitment to provide a high level of service with an awareness of the impact on taxpayers, the Administration Division ensures that the Department adopts best professional practices and new technologies to add value to its initiatives. The Division provides professional development opportunities to support staff retention and professional growth, and also works to promote diversity in the Department's workforce through its hiring, staff evaluation and training activities.

Over the past year, the Administration Division has focused on greater integration of goals and work plans for the entire department; advancement of citywide priorities through interdepartmental work groups; optimizing productivity of both internal and public meetings; and broadening communication and outreach techniques to better engage the public and key stakeholders in the city. A new department website was launched in spring 2012 and, with the subsequent development of a strong social media presence, the department has seen an increase in the numbers of people who seek information and provide input related to community development issues, reflecting a greater diversity of viewpoints.

The Administration Division manages programs and activities which total \$54,239,000 (as of January 1, 2013) from various sources. In addition to direct program support, these resources often leverage the acquisition of additional funding to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/13):



FY14 GOALS:

- **GOAL 1:** *Work to advance Cambridge's long-term interests through strong advocacy at the state and federal levels for community development program legislation, regulation and funding, particularly CDBG and HOME. Provide high quality technical assistance to the Community Development Department program staff and the City regarding the best use of funds to support City priorities.*
- **GOAL 2:** *Provide administrative and operational support for all Department functions.*
- **GOAL 3:** *Continue ongoing staff performance management; provide professional development opportunities for all employees, with emphasis on planning best practices, program management and evaluation, and upgrading technical skills.*

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$1,388,125 \$724,305 \$318,740 \$451,070 <u>\$1,102,055</u> \$3,984,295	\$1,446,325 \$731,800 \$343,580 \$299,850 <u>\$1,229,835</u> \$4,051,390	PLANNING & DESIGN SERVICES HOUSING PLAN & PROGRAM DEV MULTI-FAMILY REHAB ECONOMIC & EMPLOYMENT PLAN ENVIRONMENTAL/TRANSPORTATION	\$1,483,455 \$738,870 \$338,275 \$374,850 <u>\$1,246,035</u> \$4,181,485

COMMUNITY DEVELOPMENT
-Community Planning

PURPOSE & OVERVIEW:

The Community Planning Division guides the growth and development of the City by providing planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, and data/geographic/graphic information. To

enhance the living and working environment in Cambridge, the Community Planning Division conducts citywide and area-specific planning studies, oversees the design and development of parks and open space, and provides information and consultation to the City's residents, property owners, developers and neighborhood groups. The Division also provides support to the Cambridge Planning Board in its review of special permit applications and proposed amendments to the Zoning Ordinance, and makes recommendations to the City Council regarding land use and development policy.

The Community Planning staff coordinates activity and integrates goals with other City departments, institutional, state and federal agency participants in initiatives and public processes. Such collaboration requires a set of preliminary assessments and strategies to ensure that all participants, especially low- and moderate-income residents, are involved in the process and have opportunities to provide input, from setting goals and priorities through implementation.

The Community Planning Division undertakes studies both on its own initiative and in response to the needs identified by the City, public agencies, neighborhood groups and other local stakeholders. Through its analysis of demographic, real estate and other planning information, the Division helps to ensure that City programs and services match community needs and that Cambridge can advantageously access targeted sources of funding.

With numerous rezoning petitions and development plans before the Planning Board over the past year, the Division has focused on the application of best planning, urban design and sustainability practices to land use and zoning issues. The multidisciplinary Kendall/Central Square Planning study, managed by the Division, resulted in a package of zoning recommendations for implementation in FY14 and beyond, as well as a roadmap for future initiatives to support the long-term vibrancy of the study area. Another priority for the Division has been the advancement of the City Council's public health and community building goals through open space design and public amenities, working with both the Healthy Parks and Playgrounds Advisory Committee and the Food and Fitness Policy Council.

FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Provide public with information on Zoning Ordinance or Planning Board cases (number of responses to inquiries)	1,641	2,000	1,500	2,000
2. Meet with developers, property owners and residents to discuss proposed projects or zoning amendments (number of consultations)	98	75	75	75
3. Act as City liaison to neighborhood/citywide committees (number of meetings)	129	100	105	100

- **GOAL 2:** *Review urban design improvements and master plans. Work with residents, property owners, developers and appropriate local, state and federal agencies to ensure that all public improvements or private developments incorporate high quality urban design.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Provide urban design review for a variety of projects and development areas throughout the city (number of projects reviewed)	35	36	43	42

- **GOAL 3:** *Staff and assist the Planning Board in conducting its duties as it reviews special permits and zoning amendments. Research and develop appropriate amendments to the Zoning Ordinance to reflect planning study recommendations and current land use policy initiatives.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	15	12	12	13
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	17	14	14	9
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, coordinate Planning Board agenda and provide public notice	24	24	26	24
4. Number of zoning modifications developed by City staff for submission as amendments to the Ordinance	3	3	3	4

- **GOAL 4:** *Review sustainability elements in proposed improvements, developments, neighborhood studies and master plans. Work with residents, property owners, developers and appropriate local, state and federal agencies to ensure that all plans, public improvements and private developments incorporate appropriate sustainability elements including green building standards.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Provide sustainability review for a variety of planning studies and developments throughout the city (number of studies and projects reviewed)	12	12	12	12

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Work with other City departments on a variety of sustainability initiatives (number of initiatives)	2	2	2	2

■ *GOAL 5: Conduct planning studies with residents, businesses and other affected parties to address significant planning issues such as zoning, urban design, sustainability, housing, economic development, retail mix and open space. Work with the participants to develop action plans. Conduct regular meetings on planning goals and progress on implementation.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	3	2	2	2
2. Work to implement recommendations for improvements to Kendall/Central squares and transition area, including zoning and design guidelines (percent complete)	n/a	100%	75%	100%

■ *GOAL 6: Provide park and open space planning, design and construction supervision services for City parks and other open space initiatives. Work with residents and Open Space Committee to determine appropriate design. Prepare conceptual and construction drawings, contract documents and specifications for parks and open space projects throughout the City.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Value of construction contracts under supervision	\$1.3M	\$1.2M	\$2M	\$1.5M
2. Number of park renovations in design or construction phase	5	3	9	6

■ *GOAL 6: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	12	6	10	12
4. Work with Open Space Committee, residents and public on open space initiatives such as seeking grant funding and enhancing open space information (number of initiatives)	4	4	4	4
5. In conjunction with advisory committee, develop recommendations for open space/park network in the Kendall Square area (percent complete)	n/a	n/a	25%	100%

■ *GOAL 7: Continue to increase the quality and availability of planning-related information to Department staff, other City departments, residents, property owners, developers, state and federal agencies. Conduct research and analysis for Department on economic development, housing and zoning. Provide graphic design services for the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Design and update GIS maps for Department analysis and public information (number of maps)	235	250	250	250
2. Public information materials and reports designed in support of Department's planning and outreach efforts	84	90	90	90
3. Provide research and analysis for major Department initiatives (number of projects)	5	7	7	7

■ GOAL 7: (continued)

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
4. Work with other City departments and community-based agencies on demographic research and analysis to support a high level of service delivery in Cambridge (number of projects)	6	4	4	4
5. Present demographic, land use and other information to City staff, elected officials and others (number of presentations)	12	4	4	4
6. Enhance Department's digital presence through use of social media, maps, surveys, or other information/technology/outreach strategies (number of major enhancements)	0	4	4	4

HOUSING

PURPOSE & OVERVIEW:

The Housing Division manages and implements the City's efforts to meet the housing needs of low-, moderate- and middle-income residents. The Division develops initiatives to increase the supply of affordable housing for residents and Cambridge-based workers, especially housing for families with children, in order to foster a diverse and vibrant community. In an economic environment characterized by rapid change, diminishing federal and state funding, and continued high housing costs, the Division's ability to innovate and aggressively seek opportunities to create and preserve affordable housing has enabled substantial progress toward citywide goals.

The Division works with federal and state agencies on matters affecting Cambridge, provides public information and assistance with housing issues, assesses feasibility of affordable housing opportunities throughout the city, and makes funding recommendations to the Affordable Housing Trust. The Division works collaboratively with housing providers and funders to plan and implement projects, which successfully leveraged close to \$30.5 million in other public and private investment in the community last year.

Current priorities include preserving affordability of rental units subject to expiring affordability restrictions, working with the Cambridge Housing Authority to revitalize public housing, reinvesting in existing affordable units to upgrade livability and long-term viability, and creating new affordable rental and homeownership units. The Division also assists homebuyers with education and counseling, provides financial assistance for first-time homebuyers, works with buyers purchasing affordable homeownership units, and partners with non-profits to offer low-interest loans to owners making necessary home repairs and improvements.

The Housing Division administers the City's inclusionary and incentive zoning programs and, through a single application, facilitates access to all rental units developed under the inclusionary ordinance. The Division oversees the City's stock of limited equity homeownership units and monitors the long-term affordability requirements of all housing assisted by the City. Through regular outreach activities, the Housing Division staff continues to help residents evaluate housing options and connect to programs and services that will best meet their needs. The Division typically responds to over 3,500 requests for information and referral to affordable housing programs annually.

FY14 GOALS:

- *GOAL 1: Increase and preserve the supply of affordable housing by: financing the acquisition, rehabilitation, and new construction of rental and homeownership units which are energy efficient; administer the inclusionary zoning ordinance; monitor and preserve affordability of units with expiring use restrictions; provide low-interest home improvement loans to homeowners; promote affordable rental unit set-asides from private owners; and create new programs to increase the supply of affordable housing in Cambridge.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of affordable rental units under development or preserved as affordable housing	380	40	14	40
2. Number of new affordable homeownership units under development and older units undergoing rehab for sale to new homebuyers	8	10	13	12
3. Number of ownership and rental units assisted with rehabilitation and/or stabilization services for owner-occupants	26	40	40	40
4. Number of affordable units created through inclusionary zoning ordinance	91	25	175	50

- GOAL 2:** *Provide first-time homebuyer services including first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of financial assistance for new buyers such as deferred financing, downpayment and closing cost assistance, and soft second mortgage loans. Assist homebuyers in purchasing units. Support owners of affordable units; counsel homeowners regarding mortgage products, risk and resources available to avoid foreclosure.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of four-session First Time Homebuyer workshops, classes for new homeowners and other special classes offered	14	14	14	14
2. Number of course participants	583	525	525	525
3. Number of households receiving individual counseling	147	125	125	125
4. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.)	8	20	20	20

- GOAL 3:** *Provide information, access to affordable rental and homeownership units, referral and outreach services to Cambridge residents; maintain housing applicant pools and mailing list; notify residents about affordable rental and homeownership opportunities; hold monthly information sessions for residents and attend community events to publicize housing opportunities.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of applications received for affordable rental and homeownership units	353	300	350	350

- GOAL 4:** *Leverage the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG and HOME funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs,*

Home Improvement Program (HIP), affordable housing rehab programs, YouthBuild Program and Housing Mediation Program. Provide effective loan management and construction management services to development and rehab projects.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of youths trained via YouthBuild Program	125	125	125	125
2. Number of tenants, landlords, condominium and cooperative owners assisted with mediation, counseling and other services through housing mediation program	340	250	250	250

- **GOAL 5:** *Oversee portfolio of City-assisted affordable housing; offer affordable housing opportunities to new households; and maintain asset management function for Affordable Housing Trust, CDBG, HOME, the State's Department of Housing and Community Development (DHCD) and Inclusionary Zoning affordable housing. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units, nonprofit and privately-owned rental developments.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored)	1,469	1,300	1,700	1,500
2. Number of affordable rental and homeownership units made available to new households by CDD, including resale units and units turning over	19	40	65	70

ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW:

The Economic Development Division (EDD) provides support to the city's business community through a range of programs and initiatives, with the goal of maintaining a thriving and diverse economic climate. The Division is both flexible and entrepreneurial in its engagement with businesses of all sizes, nonprofits, educational institutions, and neighborhood organizations. Given a changing economy, EDD targets City resources toward activities that will encourage the growth of a number of new businesses, strengthen local independent businesses, and attract and retain large businesses such as those in Cambridge's life science and technology clusters.

To sustain economic health and ensure that Cambridge continues to be sought as a place to do business, the Division takes a holistic approach to assess and respond to community needs and to build a well prepared local workforce. From initiatives to increase street-level activity, to the provision of useful information to facilitate critical business decisions, the Economic Development staff continuously designs, evaluates and fine-tunes programs and services, encouraging participation, to yield concrete results. The Division continues to establish beneficial partnerships among entities at all levels of the local economy and takes the initiative to build on Cambridge's core strengths.

For small businesses, the Division conducts a variety of skill development and networking sessions and provides direct technical assistance, with particular emphasis on encouraging the growth of local woman- and minority-owned businesses and expanding opportunities to do business with public sector and large business entities.

EDD promotes commercial district revitalization by funding both physical and operational enhancements and promoting special shopping events and outdoor activities to energize commercial districts. The City's commitment of façade improvement matching grants provides leverage for greater private investment; many business and property owners invest at least twice the amount of the City's contribution for their respective projects. Since becoming a citywide program in 2002, this program has provided design services to over 178 business and property owners and helped finance 141 façade or signage and lighting improvement projects throughout Cambridge. Program demand from businesses in all commercial areas of the City continues to be strong. In addition, recent participants in the City's Best Retail Practices program reported a 25% increase in average sales after receiving in-store consultations and grants through the program.

EDD assists business associations and neighborhood groups with long-term planning to support the well-being of each commercial district. In FY13, EDD provided staff support for the successful application for Central Square to be designated by the State as a Cultural District and for the Central Square Advisory Committee to help develop recommendations for the enhancement and growth of Central Square. EDD also spearheaded the Porter Square Customer Intercept Survey to generate data that will inform retail planning efforts in that thriving commercial area.

Following the successful Bio2012 convention held in Boston in June 2012, Division staff contacted many companies that visited the Massachusetts Pavilion and Cambridge booth and participated in at least 8 meetings with companies interested in locating or expanding in Massachusetts; so far, the arrival of four new companies has been tracked to these efforts. EDD staff continue to engage domestic and international companies exploring Cambridge as a business location, and regularly make presentations, including information on available commercial space and business development resources, to prospective delegations and representatives.

FY14 GOALS:

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women- and minority- owned businesses. Foster public/private/institutional partnerships and facilitate connections between small local businesses and the City, state, institutions and large businesses.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of small, minority- and women-owned businesses provided with business development services, including referrals to business and financial resources, start-up feasibility analyses, and business plan and permitting assistance	81	75	80	75
2. Total number of Cambridge residents and/or business owners in e-commerce, marketing, pre-business and business planning workshops	157	140	150	140

- *GOAL 2: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of facade or signage and lighting improvements completed	10	12	12	12

■ **GOAL 2:** (continued)

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing and working with contractors	12	10	10	10
3. Number of small business participants served by Best Retail Practices program workshops and individual consultations	32	44	44	44
4. Number of small businesses provided with Best Retail Practices program grants to implement design and marketing recommendations	9	10	10	10
5. Provide technical assistance to Cambridge business associations, organizations and neighborhood groups to help with management structure, membership recruitment, outreach and program planning to support special events and outdoor activities in commercial areas throughout the year (number of initiatives)	14	15	15	15

- **GOAL 3:** *Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector (life sciences, the green economy, etc.)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Support Just-A-Start biomedical training to prepare adults for higher quality jobs in the Cambridge economy (number of participants enrolled in program)	9	9	9	9

- **GOAL 4:** *Monitor changes and trends in the Cambridge real estate market. Promote a real estate market that offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Track available commercial space to market available properties and recruit businesses by assisting with site searches (number of contacts)	56	48	48	50

- **GOAL 5:** *Market Cambridge as a location for business and maintain a supportive business climate; build on the city's competitive advantages to attract and retain local businesses. Work to strengthen mutually beneficial partnerships with businesses and institutions and to sustain an innovative presence in the region and beyond.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of initiatives to market and promote Cambridge's creative economy, including innovation, culinary and cultural endeavors	3	n/a	3	5
2. Number of events and meetings hosted/attended to market Cambridge	10	n/a	8	10

ENVIRONMENTAL AND TRANSPORTATION PLANNING

PURPOSE & OVERVIEW:

The Environmental and Transportation Planning Division undertakes initiatives to promote energy efficiency, renewable energy and other sustainable practices to meet the City's climate adaptation and mitigation goals and enhance long-term community health and sustainability. The Division plans transportation infrastructure projects in Cambridge with an emphasis on pedestrian and bicycle facilities, traffic calming and transit access, while incorporating other environmental enhancements such as storm water management improvements, energy efficient lighting and streetscape amenities. To advance the City's environmental goals, the Division participates in regional sustainability initiatives around energy efficiency and renewable energy, climate change adaptation and improved mobility and accommodation of all modes of transportation.

The Environmental and Transportation Planning Division works collaboratively with other City departments, public agencies, businesses and institutions, community groups and policy advocates to facilitate sound economic growth while minimizing accompanying environmental impacts. It reviews development proposals to ensure that the city's neighborhoods are protected and appropriate mitigation measures implemented. The Division supports the administration of the City's Parking and Transportation Demand Management Ordinance and implements vehicle trip reduction measures to improve safety and reduce congestion and pollution. As part of an interdepartmental team, the Division helps the City to provide municipal leadership through its own environmental policies and practices.

Through innovative community engagement, the Division works to educate and involve the public in adopting and expanding sustainable practices as well as in shaping the design of infrastructure projects. The Cambridge Energy Alliance, now fully integrated into the Division, has effectively built a grassroots-level connection to the City's broader Climate Action initiatives by helping people with energy efficiency and renewable energy choices in their everyday lives and in their homes. Leveraging this ground-up support, the Division continues to attract new resources for setting and advancing aggressive climate goals.

In FY14, the Division will focus on initiatives resulting from the climate vulnerability assessment as well as those already underway to monitor energy use and progress toward energy efficiency goals. Likewise, the Division will continue to apply lessons learned from other municipalities as it expands opportunities for renewable energy use in Cambridge. Other priorities over the coming year include streetscape improvements in key areas of the city, Cambridge Common and multiuse pathway improvements, and regional work to represent Cambridge's interests in MBTA service and capital planning, the Accelerated Bridge Program and the bicycle sharing system.

FY14 GOALS:

- *GOAL 1: Reduce impacts caused by motor vehicles through Transportation Demand Management (TDM) program measures and review of proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of employers and property owners assisted with implementing TDM program elements	51	40	40	40
2. Number of Parking and Transportation Demand Management (PTDM) plans and special permits reviewed and/or monitored for compliance	56	54	54	54
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	552	675	800	850
4. Number of initiatives to reduce City employee vehicle trips	4	6	7	6
5. Number of traffic impact studies and site plans reviewed to ensure that they further the City's transportation goals	9	10	10	10

- *GOAL 2: Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of traffic calming projects designed	4	3	3	3
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	2	3	3	3

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Number of projects to support and enhance conditions for bicycling, walking and/or use of public transportation	12	8	8	8
4. Number of bicycle parking racks installed on City property	275	n/a	120	120
5. Number of regional transportation planning efforts engaged in to advance the City's environmental goals	14	12	16	14

■ *GOAL 3: Implement climate change adaptation and mitigation policies, programs and other strategies that enhance municipal and community sustainability and environmental quality.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of events or initiatives involving Cambridge Energy Alliance to engage residential and business communities	22	12	60	60
2. Number of energy efficiency audits generated by the Cambridge Energy Alliance	668	375	500	500
3. Number of community initiatives engaged in to support climate protection goals, working with the Climate Protection Action Committee	5	4	5	4
4. Number of municipal initiatives engaged in to support sustainability goals	5	4	4	4
5. Number of environmental project or site reviews performed	3	3	4	3

- **GOAL 4:** *Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects that promote vehicle trip reduction and expand mode choice.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of infrastructure projects under design	3	3	3	3
2. Number of construction projects, including traffic calming, where CDD provides design services during construction	12	6	6	8

- **GOAL 5:** *Educate and involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of environmental and/or transportation educational/promotional initiatives organized or participated in	20	20	20	20
2. Number of public meetings hosted/staffed with standing committees	49	50	50	58
3. Number of project-specific community meetings hosted/staffed or presentations to community groups	27	20	20	20

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

HISTORICAL COMMISSION

<p><u>\$583,965</u> \$583,965</p>	<p><u>\$597,660</u> \$597,660</p>
---------------------------------------	---------------------------------------

<p style="text-align: center;">HISTORICAL COMMISSION</p> <p style="text-align: center;"><u>\$632,940</u> \$632,940</p> <p>PURPOSE & OVERVIEW: The Cambridge Historical Commission (CHC) is the City's historic preservation agency and seeks to preserve the integrity and diversity of Cambridge's built environment. More than 3,000 buildings are protected in two historic and four neighborhood conservation districts, each overseen by a volunteer board; 37 City landmarks and 42 individual properties with preservation restrictions are also protected. The CHC reviews demolition applications for all buildings over 50 years old and may delay demolition of preferably preserved significant buildings for a limited time in order to seek preservation alternatives. The staff actively supports homeowners, developers and local institutions with technical advice on preservation issues, sustainable building practices and historic paint colors. The Commission also oversees the restoration of historic public sites, the maintenance of City monuments and statues, and the installation of historic markers. Each year, the Commission's Preservation Awards honor outstanding historic preservation projects, from residential properties to university buildings and commercial sites. Since FY02, the CHC has contributed to neighborhood revitalization through the administration of preservation grants funded by the Community Preservation Act (CPA); these grants benefit City-owned properties and landscapes, affordable housing agencies, income-eligible homeowners, and non-profit organizations with significant historic properties. The CHC fosters a sense of community and an interest in local history through its publication of architectural surveys and oral histories, as well as the presentation of educational and informational programs in local schools and for community groups. Residents and visitors are encouraged to explore Cambridge's rich architectural and social history through the use of the CHC's extensive public archive, which includes information on every building in Cambridge, historic photographs and maps, and biographical material. The extensive CHC website receives approximately 375,000 page views annually.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Historical Commission Budget includes \$20,050 to fund the graphic design, printing and binding services for an oral history publication focusing on the Area 4 neighborhood.</p> <p>FY13 MAJOR DEPARTMENT ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Conducted design review and compliance of several large projects in protected districts throughout Cambridge, including 6 Longfellow Park and the Cambridge Street overpass (Old Cambridge Historic District); 56 Brattle Street, Cambridge Center for Adult Education (Harvard Square NCD); 37 Lancaster Street and 23 Bellevue Avenue [Avon Hill Neighborhood Conservation District (NCD)]; 50 Highland Avenue, 102-104 Inman and 31-33 Fayette Streets (Mid Cambridge NCD); and 983-986 Memorial Drive (Half Crown/Marsh NCD).

<p>PURPOSE & OVERVIEW: The Cambridge Historical Commission (CHC) is the City's historic preservation agency and seeks to preserve the integrity and diversity of Cambridge's built environment. More than 3,000 buildings are protected in two historic and four neighborhood conservation districts, each overseen by a volunteer board; 37 City landmarks and 42 individual properties with preservation restrictions are also protected. The CHC reviews demolition applications for all buildings over 50 years old and may delay demolition of preferably preserved significant buildings for a limited time in order to seek preservation alternatives. The staff actively supports homeowners, developers and local institutions with technical advice on preservation issues, sustainable building practices and historic paint colors. The Commission also oversees the restoration of historic public sites, the maintenance of City monuments and statues, and the installation of historic markers. Each year, the Commission's Preservation Awards honor outstanding historic preservation projects, from residential properties to university buildings and commercial sites. Since FY02, the CHC has contributed to neighborhood revitalization through the administration of preservation grants funded by the Community Preservation Act (CPA); these grants benefit City-owned properties and landscapes, affordable housing agencies, income-eligible homeowners, and non-profit organizations with significant historic properties. The CHC fosters a sense of community and an interest in local history through its publication of architectural surveys and oral histories, as well as the presentation of educational and informational programs in local schools and for community groups. Residents and visitors are encouraged to explore Cambridge's rich architectural and social history through the use of the CHC's extensive public archive, which includes information on every building in Cambridge, historic photographs and maps, and biographical material. The extensive CHC website receives approximately 375,000 page views annually.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Historical Commission Budget includes \$20,050 to fund the graphic design, printing and binding services for an oral history publication focusing on the Area 4 neighborhood.</p> <p>FY13 MAJOR DEPARTMENT ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Conducted design review and compliance of several large projects in protected districts throughout Cambridge, including 6 Longfellow Park and the Cambridge Street overpass (Old Cambridge Historic District); 56 Brattle Street, Cambridge Center for Adult Education (Harvard Square NCD); 37 Lancaster Street and 23 Bellevue Avenue [Avon Hill Neighborhood Conservation District (NCD)]; 50 Highland Avenue, 102-104 Inman and 31-33 Fayette Streets (Mid Cambridge NCD); and 983-986 Memorial Drive (Half Crown/Marsh NCD).

- Compiled 5-year status report on consolidation of separate Half Crown and Marsh NCDs to create one regulatory body, Half Crown/Marsh. Both the public and commission members responded positively to the report, which noted that two-thirds of all cases are processed administratively and without the need for a public hearing.
- Conducted 42 historic paint color consultations, including restoration of the original exterior colors at the 1910 YWCA (7 Temple Street) and historic Colonial Revival colors for the Blacksmith House (Cambridge Center for Adult Education, 56 Brattle Street). *This Old House*, a broadcast on WGBH, filmed an education segment with the CHC on choosing historic paint colors.
- Supported historic preservation projects with grants from CPA funds, including exterior restoration of 8 affordable housing projects (\$200,400); and projects involving City-owned historic structures and landscapes, including restoration of the intake structure at Fresh Pond (\$10,000); repair of window sills (\$195,000) and woodwork (\$40,000) at City Hall; and rehabilitation of the Cpl. Burns Shelter (\$21,000). Also funded ongoing projects for the City Clerk (\$70,000, vault) and City Engineer (\$15,000, digitization) and for development of an updated historic marker prototype (\$40,000). Institutional grants included exterior restoration of 9 Waterhouse Street (Mercy Corps, \$30,000), 134 Norfolk Street (St. Mary's Church, \$50,000), and 1418 Cambridge Street (First United Presbyterian Church, \$15,000).
- Approved as City landmarks by the City Council: Arthur Astor Carey House at 28 Fayerweather Street (1882), an early, influential example of Colonial Revival style, and Garrett Birkhoff House at 45 Fayerweather Street (1940), designed by Walter Bogner, an architect and Harvard professor who contributed substantially to the emergence of modern architecture; and St. Francis of Assisi Church at 315 Cambridge Street (built 1868; remodeled 1938). Initiated a study of Grace Methodist Church at 56 Magazine Street, an exuberant Queen Anne building with decorative multi-story gables, Gothic pointed arches and windows, and a soaring 117 feet corner tower and belfry.
- Completed in-house editing of 110 interviews for the Area 4 oral history project. Wrote a neighborhood history, author's introduction, and image captions, and collected and arranged historic and family photographs and maps. Manuscript edited by professional editor for submission to printer for design and publication (late 2013).
- Conducted training seminars for members of the CHC and NCDs, including presentations on due process, conflict of interest, deportment at public meetings, defensible decision making and architectural design review.
- Coordinated with ISD, IT and GIS to launch online permitting system. Continued transition of website to new web platform.
- Archivists processed and created finding aids for collections including: Harry Havelock Hanson Collection, comprising late-19th century pocket diaries belonging to a Cambridge street railway employee, and George "Tubber" White Collection, early 20th century photographs and materials about a local sports star, including a history of semi-pro baseball in Cambridge. An archives intern from Simmon's School of Library & Information Science processed papers donated by the family of a

Cambridge veteran.

- Organized and participated in city-wide programs. **July:** *Open Archives*, offered with the Cambridge Historical Society, Longfellow House-Washington's HQ National Historic Site, Mount Auburn Cemetery and Harvard repositories. Thirty visitors received behind-the-scenes tours of each archive and were introduced to special collections on the theme Famous & Infamous. **August:** *Cambridge Discovery Days*, two Saturdays of free walking tours and events led entirely by volunteers. Walks highlighted modern architecture in the oldest part of the city; the life of the bicycle-riding local street railway man, Harry Hanson, based on his own diaries; Tip O'Neill's North Cambridge; and the history of an ancient powder magazine on the Charles River. **October:** *Cambridgeport History Day* highlighted the War of 1812 in Cambridgeport with a special walking tour, installation of commemorative 1812 streets signs, publication of a new booklet, and costumed re-enactors; staff assisted property owners with house research for "If this house could talk." At Mount Auburn Cemetery a staff member and cemetery docent led a tour exploring the lives and work of "the Bees," teenage girls originally self-organized to sew clothing and bandages for Civil War soldiers. **November:** A re-enactor portrayed *Clara Barton* at the Cambridge Public Library, while local history organizations displayed photos and other materials from their collections on the Civil War in Cambridge. **March:** Co-sponsored *International Women's Day* event about women in non-traditional careers.

FY14 GOALS:

- GOAL 1:** *Historic districts and landmarks: Preserve the integrity and diversity of Cambridge's built environment, support the economic vitality of mixed-use areas, and encourage sustainable building/maintenance practices through administration of historic and neighborhood conservation districts, landmarks and protected buildings at public hearings and by staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of applications reviewed by staff	450	445	437	450
2. Number resolved administratively	351	351	348	354
3. Number requiring public hearing	99	94	89	96

- **GOAL 2:** *Demolition review: Advocate for the preservation and adaptive reuse of significant 50+ year old buildings important to Cambridge's social and architectural history and promote sustainable building practices through review of demolition permit applications. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of applications reviewed by staff	43	35	37	39
2. Number resolved administratively	31	24	28	29
3. Number requiring public hearing	12	11	9	10

- **GOAL 3:** *Landmarks/Easements: Protect significant properties through landmark designations and easement donations. Landmark designations protect properties by order of the City Council; easement donations accomplish the same goal, with potential additional benefits to the property owner. Landmark designation studies sometimes result in the donation of an easement.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of properties protected as landmarks	34	36	37	39
2. Total number of properties protected by easements	40	42	42	43

- **GOAL 4:** *New districts: Foster community and support neighborhood preservation by working with area residents requesting the establishment of new historic and neighborhood conservation districts (NCD).*

- **GOAL 5:** *Technical assistance: Promote excellence in historic preservation practices, including sustainable redevelopment, through continuing technical assistance to homeowners, institutions, public agencies and commercial property owners. Assist homeowners in choosing historically appropriate exterior paint colors.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations)	468	322	347	375
2. Number of paint consultations	46	40	40	44

- **GOAL 6:** *Environmental reviews: Mitigate impacts on historic resources and promote sustainable building/maintenance practices by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of environmental assessments performed under state and federal statutes	45	15	17	20

- **GOAL 7:** *Institutional preservation grants: Promote neighborhood vitality and support municipal and non-profit owners of historically or architecturally significant properties by providing financial assistance for exterior restoration through Community Preservation Act funds.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of grants to City-owned buildings/landscapes	11	8	10	10
2. Number of grants to properties owned by nonprofit agencies	6	5	5	6

- **GOAL 8:** *Preservation grants: Support affordable housing programs and promote neighborhood vitality by providing financial assistance for exterior building restoration to low- and moderate-income homeowners and housing rehab agencies. Community Preservation Act funds allow grants of up to \$30,000 for homeowners and up to \$100,000 for agencies.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of grants to affordable housing agencies and individual homeowners	5	5	5	6

- **GOAL 9:** *Area 4 oral history project: Completed manuscript comprising oral histories, author's preface, neighborhood and institutional histories, and photographs and maps with captions and submitted to graphic designer/printer for publication. Commission maintains an active publications program to promote community awareness of and appreciation for Cambridge history. Commission writings (including books, newspaper articles and online content) examine a diverse range of history, from the architectural and development history of the city, to personal stories as told in oral histories.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Work with printer/publisher on design and layout of book	n/a	n/a	n/a	100%
2. Professional editor and staff review galleys; correction by printer; book published	n/a	n/a	n/a	100%

- **GOAL 10:** *Educational programs: Provide learning opportunities to Cambridge residents and visitors of all ages, through presentations about the City's architectural and social history in schools, to neighborhood groups and at public meetings; programs offered regularly and by request. Continue to promote neighborhood identity and vitality through walking tours and the placement of historic site markers.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of programs	29	28	32	32

■ *GOAL 10: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Estimated audience; includes est. attendance at collaborative events	2,216	1,350	1,380	1,400

■ *GOAL 11: Public archive: Encourage and assist members of the public in using the Commission's extensive public archive of collections focusing on Cambridge's architectural and social history.*

■ *GOAL 12: Website: Enhance department website to provide improved public information, education and outreach about historic preservation, the Commission's public archive and educational/informational programs.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of major additions or changes, including content, technical upgrades and organizational improvements	12	12	12	12

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$623,940
Real Estate Taxes	\$623,940	
INTERGOVERNMENTAL REVENUE		\$5,000
C.D.B.G.	\$5,000	
MISCELLANEOUS REVENUE		\$4,000
Royalties	\$4,000	
TOTAL FY14 BUDGETED REVENUE		\$632,940

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$577,710
OTHER ORDINARY MAINTENANCE	\$54,430
TRAVEL & TRAINING	\$800
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$632,940

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	5	5	5

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

CONSERVATION COMMISSION

<u>\$100,085</u> \$100,085	<u>\$101,940</u> \$101,940
-------------------------------	-------------------------------

CONSERVATION COMMISSION

\$123,470
\$123,470

Act, M.G.L.c.131,s.40, pursuant to its regulating framework (310 CMR 10.0), as well as protecting and enhancing the City’s natural resources and open spaces through regulatory review, planning, environmental monitoring, education and outreach. Pursuant to the statutory responsibilities set forth in the Wetlands Protection Act, this department maintains a seven member voluntary Commission (appointed by the City Manager to three-year terms) and a Director, who are responsible for reviewing, permitting and inspecting projects in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission 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 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 coordinates the 13 community gardens which serve approximately 510 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 as a member of the Food and Fitness Policy Council.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- 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. As of January 2013, the Director issued 13 Conservation Commission permits and also maintained oversight and compliance with all active projects including, but not limited to, all state bridges under construction as part of the Accelerated Bridge Program. The Director participated in wetland identification trainings offered by the Massachusetts Association of Conservation Commissions (MACC).
- As part of administering the Cambridge Community Garden program, informational materials were distributed to interested residents and City staff. The Director maintains a database of all garden plot applications. In addition, the Director 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

PURPOSE & OVERVIEW:

The Conservation Commission is responsible for administering the State's Wetlands Protection Act, M.G.L.c.131,s.40, pursuant to its regulating framework (310 CMR 10.0), as well as protecting and enhancing the City’s natural resources and open spaces through regulatory review, planning, environmental monitoring, education and outreach. Pursuant to the statutory responsibilities set forth in the Wetlands Protection Act, this department maintains a seven member voluntary Commission (appointed by the City Manager to three-year terms) and a Director, who are responsible for reviewing, permitting and inspecting projects in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission 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 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 coordinates the 13 community gardens which serve approximately 510 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 as a member of the Food and Fitness Policy Council.

new garden plots and to promote all urban gardening opportunities. Currently, 3 community garden projects are proposed for FY14 that are being evaluated for feasibility.

- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued to collect, distribute and analyze data associated with the Alewife Sub-Watershed. The Board successfully advocated for the dredging of Blair Pond; the area will be open to the public this spring. The state legislature is in the process of extending the joint powers agreement between the 3 communities.
- As a member of the Food and Fitness Policy Committee, the Director gathered and shared information on urban agriculture in Cambridge. The consensus of the group is to advocate for increased urban agriculture opportunities.
- 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, 6 projects are being administered including the Glacken Slope Stabilization Project, the Circulation and Access Project, the Drainage and Expansion of the Parkway Garden, Shared Use Public Engagement Process, Signage Project and Golf Course Drainage Project.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager's Office, Community Development, Recreation, Commission for Persons with Disabilities, Public Works, Arts Council, School and Electrical Departments. The purpose of this Committee is to guide open space projects and develop open lines of communication between City departments.
- The Commission Director coordinated and presented the accomplishments associated with the Open Space Preservation component of the CPA, as well as presenting FY13 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. This is the fourth year that the Director was appointed to represent the City of Cambridge on the EPA's Mystic River Watershed Municipal Sub-Committee.

FY14 GOALS:

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of public meetings/ hearings	34	40	35	40
2. Number of permits issued	23	20	20	20
3. Number of site inspections	112	100	100	100
4. Create and maintain an electronic archival system for all filings	50%	75%	75%	90%

- *GOAL 2: Administer and enhance the Community Garden Program.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of gardens on public land	9	10	10	11
2. Number of gardens on private land	3	4	3	3
3. Estimated number of gardeners	490	510	510	530

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and coordination with Water Department staff.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of public meetings	14	12	12	10
2. Number of projects being administered	10	10	10	10
3. Number of site inspections	84	70	70	70

- **GOAL 4:** Assist the City Manager's Office with the administration of the Community Preservation Act Open Space resources.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of public meetings attended	6	5	5	5
2. Number of projects being administered within the Fresh Pond Reservation	6	6	6	6
3. Update the State Community Preservation Act database annually	100%	100%	100%	100%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$81,395
Real Estate Taxes	\$81,395	
CHARGES FOR SERVICES		\$42,075
Water Usage Charge	\$40,575	
Conservation Comm	\$1,500	
TOTAL FY14 BUDGETED REVENUE		\$123,470

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$121,570
OTHER ORDINARY MAINTENANCE	\$1,000
TRAVEL & TRAINING	\$900
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$123,470

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	1	1	1

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

PEACE COMMISSION

\$119,535
\$119,535

\$139,245
\$139,245

PEACE COMMISSION

\$143,940
\$143,940

PURPOSE & OVERVIEW: The Cambridge Peace Commission promotes peace and social justice within Cambridge – at the personal, neighborhood and citywide levels – and in the wider world. It works to reduce violence and advocates ideas and programs that affirm diversity and build community within our city. It builds connections and interdependence among people from different parts of Cambridge and across sectors – to create a stronger community and foster understanding among all aspects of the city. The Commission works to ensure that: differences and diversity are understood and celebrated; sources of violence are recognized and addressed; and that all residents can contribute to making Cambridge an equitable and peaceful community. It pays special attention to violence 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 organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The Commission has addressed violence and promoted peace and justice in schools through:

- Worked with the Cambridge Public Health Department, Police Department, Department of Human Service Programs (DHSP), and the Cambridge Public Schools to create the Community Crisis Response Network, as well as served on the network’s Steering Committee.
- Worked with the City Peace Youth Program to help design and participate in its “Reach for PEACE Basketball Tournament,” to increase awareness of peace and violence prevention among youth in Cambridge through a basketball tournament and a peace fair including community partners, reaching more than 100 young people in Cambridge.
- Co-facilitated a Forum on Violence and Youth with the Cambridge Police Department and the DHSP City Peace program to help all three departments in efforts to address and prevent summer violence.
- Worked with the District-Wide Conflict Mediator, Lesbian, Gay, Bisexual and Transgender (LGBT) Family Liaison and the Cambridge Rindge and Latin School (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.
- Had an ongoing presence at CRLS, as appropriate, in support of students, faculty and staff in the wake of any incidents of violence affecting Cambridge youth.

The Commission has worked to promote peace and justice locally as an alternative to violence by:

- Continued the Summer of Peace initiative to promote a summer free of youth violence in Cambridge by bringing 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.
- Participated in the Domestic Violence Free Zone (DVFZ) Core Group (steering committee) for the City of Cambridge, provided strategic expertise, planned and supported systemic changes in city policy, guided the projects of the DVFZ and organized the City's annual Domestic Violence Awareness Month activities.

In the community, the Commission has fostered peace through building connections and community by:

- Served on the Community Engagement Team, a multi-agency collaborative, which reaches out to underserved Cambridge families and connects them to community events and resources, develops community leaders, and supports agencies in working with a diverse community.
- Collaborated with community groups and organizations to create the North Cambridge Peace Project, a neighborhood-based approach to promoting safety, fostering community and creating opportunities for neighbors to get to know each other and build relationships.
- Participated in planning committees for an LGBT Town Meeting and the commemoration of the 150th anniversary of the Emancipation Proclamation.
- Partnered with the Central Square Theater as part of the "Mountaintop Connectivity Council" -- an advisory group to help the theater be as inclusive as possible in their invitations to and interactions with audiences.
- Organized the 24th annual Cambridge Citywide Holocaust Commemoration, worked with students, 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 100 attendees.
- Held the annual Cambridge Peace and Justice Awards Dinner with 200 attendees, recognized six individuals reflecting the depth and breadth of work for peace and justice in Cambridge.
- Organized the annual Martin Luther King Day Commemoration and Remembrance with 210 attendees.
- Spoke at public events and forums such as "Obscuring the Truth: Capitalism and Politics Run Amok," a WomenExplore lecture and discussion forum (formerly the Theological Opportunities Program) in Cambridge.
- Promoted diversity and understanding and building community among City staff through participation in the Employees' Committee on Diversity and its events.

The Commission has promoted peace and justice through connecting Cambridge with the wider world by:

- Coordinated the Cambridge-Haiti Sister City Committee, which leads the City’s efforts to establish a sister city in Haiti, organizing an initial working delegation to assess how to leverage the academic, financial and organizational resources of Cambridge to support and expand the educational, environmental and public health work currently being carried out in the Les Cayes region of Haiti.
- Participated in the 25th Anniversary Celebration of the Cambridge-El Salvador Sister City Project, which brought community leaders from San José Las Flores, El Salvador to Cambridge so that local residents could learn about the ongoing connections to and support for that community.
- Worked with the West African Research Association (WARA) at Boston University to host a panel discussion on the Association’s West African Peace Initiative, which promotes research and dialogue on peace building and conflict resolution efforts in the region.
- Participated in an International Peace Day event with CRLS students and Kragujevac, Serbia via a real-time Internet connection featuring messages of peace, songs and exchange of experiences with youth in that city so deeply affected by the Balkans War in the 1990s.
- Provided a place in city government for people to examine the impact of conflicts, wars and natural disasters around the world in Cambridge; examining and strengthening the connections of communities in the City to other nations; and addressed them in meaningful and effective ways.

FY14 GOALS:

- *GOAL 1: Create and support citywide and neighborhood-based cross-sector partnerships and collaborations to promote diversity and inclusion, and to build stronger connections and understanding among all aspects of the community. Work with congregations and faith communities in Cambridge on issues of peace and social justice, providing a bridge to city government and building greater understanding and more connections among them.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Community-based meetings to collaborate and develop common strategies and mutual goals to address issues of violence and to promote peace building and conflict resolution	11	15	15	15

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Cross-sector collaborations between City of Cambridge departments, community and nonprofit organizations, and faith communities	n/a	n/a	6	8
3. Individuals involved in school-based efforts for peace and multicultural education through local and international efforts	315	300	310	250

■ *GOAL 2: Support efforts that mobilize communities and activate residents to promote a safe, healthy and positive community. Organize and support community-wide initiatives and projects for public safety and violence prevention. Develop and support programs to help Cambridge youth work together on issues of violence and social justice across neighborhoods and across lines of racial and ethnic identity. Respond to violence affecting youth and promote peace-making in schools and the broader community. Support peace in the community through programs that help youth appreciate diversity and promoting alternatives to violence such as conflict resolution, community mediation and restorative justice efforts.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Youth violence prevention partnerships and collaborations organized between City departments, schools and Cambridge organizations, for community-building, information exchange, and skill and knowledge sharing	n/a	n/a	n/a	6
2. Youth involved in peace building and educational efforts and events, as well as in out-of-school mediation and conflict resolution programs	95	240	175	265

■ **GOAL 2:** (continued)

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
3. Individuals involved in peace building and/or violence prevention efforts through mediation, trainings, meetings and community forums	285	450	420	400

■ **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 that decrease violence on an individual level. Sponsor forums, recognition, educational and networking events that address issues of class, race, gender, national origin, sexual orientation and religious background to build support for social justice and equity in the City.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Meetings and events for community-building, information exchange, and sharing skills and knowledge, and identifying areas of shared interest and common goals	19	40	39	25
2. Individuals attending presentations, forums and workshops specifically addressing issues of class, race, gender, national origin, sexual orientation and religious background	n/a	n/a	195	300
3. Participants at public commemorations, community and recognition events	775	1,400	1,380	1,415

■ **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 through programs and activities.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Monthly e-mail updates and calendars of events, distributed to Cambridge residents, organizations and City departments	12	16	16	16
2. Community events and activities connecting Cambridge residents to sister cities, including delegations and educational forums	12	12	12	14
3. Public forums and educational events on issues of local and global concern	6	15	16	15
4. Collaborations with community, school, university, and local peace and justice organizations	10	12	12	15

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$120,490
Real Estate Taxes	\$120,490	
INTERGOVERNMENTAL REVENUE		\$23,450
State Cherry Sheet Revenue	\$23,450	
TOTAL FY14 BUDGETED REVENUE		\$143,940

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$131,765
OTHER ORDINARY MAINTENANCE	\$10,325
TRAVEL & TRAINING	\$1,850
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$143,940

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	1	1	1

CABLE TELEVISION

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

<p>\$826,310 <u>\$519,935</u> \$1,346,245</p>	<p>\$846,320 <u>\$630,720</u> \$1,477,040</p>	<p>CABLE TELEVISION/CCTV 22-CITYVIEW</p> <p>Municipal Television Channel, which has been newly rebranded as <i>22-CityView</i>. Operating within the Cambridge broadcast footprint, <i>22-CityView</i> 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>22-CityView</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>22-CityView</i> will continue to produce original programming. <i>22-CityView</i> covers and broadcasts important City and community events and celebrations including, but not limited to: Memorial Day Parade; Veteran's Day and Patriot's Day Observances; CRLS Graduation Ceremonies; City Run; Mayor's Cup Youth Baseball Tournament; Annual Dance Party 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 achieved 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>22-CityView</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 Ordinance meetings and hearings, one of its primary responsibilities, the Office will continue to strive to improve the production value of its presentations.</p> <p><i>22-CityView</i> is in the process of upgrading the Master Control Suite at the Media Arts Studio. The Master Control Suite is the heartbeat of <i>22-CityView</i> broadcasting operation and, while it's not able to broadcast a High Definition signal, new equipment and upgrades to the Master Control Suite will enable the delivery of a more polished broadcast product, incorporating new and emerging technologies. With the recent purchase of the Media Distribution System, an upgraded Master Control Suite will also provide the ability to coordinate broadcasts utilizing the various production platforms at the City's disposal.</p>	<p>\$843,555 <u>\$631,240</u> \$1,474,795</p>
---	---	---	---

PURPOSE & OVERVIEW: The Office of Cable Television is responsible for the television production needs related to the programming on the City of Cambridge

The \$843,555 in funding to CCTV, represents the 60% allocation of funds from cable tv license fees to support the non-governmental public television station in Cambridge.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Produced a two-part series, *Man of The House: The Thomas P. "Tip" O'Neill, Jr. Centennial Discussion Series*, in conjunction with the City's year-long celebration of the 100th anniversary of "Tip" O'Neill's birth.
- Produced a series of PSA's in support of the City's celebration of the 150th anniversary of the signing of the Emancipation Proclamation.
- Developed a new series, *From The Vault*, which features archival interviews that have been restored and repurposed for broadcast. The first two programs in the series featured novelist and historian Alex Haley, and the former editor of the Harvard Law Review and first-time author, President Barack Obama.
- Completed an aesthetic overhaul of our *Behind The Pages* set, increased production of the program and featured a number of nationally recognized authors including Brad Meltzer, Meredith Goldstein and Hank Phillippi Ryan.
- Produced a series of "how-to" instructional videos, in conjunction with the City's Inspectional Services Department, to provide step-by-step directions for various permitting forms to aid in efforts to establish an online presence and expand access to the public.

FY14 GOALS:

- *GOAL 1: Work with City departments utilizing 22-CityView production services.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of times that 22-CityView has provided production services to City departments	43	30	40	40
2. Number of department related studio based programs	29	30	30	30
3. Number of bulletin and informational on-screen text messages generated	1,062	950	1000	1,000

- **GOAL 2:** Continue to provide a wide range of viewing options utilizing both acquired and 22-CityView produced programming.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Hours per week of programming	101	101	105	105
2. Number of 22-CityView produced programs aired per day	3	5	5	7
3. Number of acquired satellite programming aired per day	n/a	12	14	14
4. Number of hours of live City Council and Ordinance meetings covered/rebroadcast	155/332	110/225	125/280	125/280

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$68,875
Real Estate Taxes	\$68,875	
CHARGES FOR SERVICES		\$1,405,920
Municipal Access Fee	\$1,405,920	
TOTAL FY14 BUDGETED REVENUE		\$1,474,795

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$586,590
OTHER ORDINARY MAINTENANCE	\$884,755
TRAVEL & TRAINING	\$3,450
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$1,474,795

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	5	5	5

DEBT SERVICE

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
------------------------	---------------------------	--	------------------------

\$33,939,455	\$35,925,895
\$10,438,170	\$10,141,705
\$0	\$600
\$0	\$600
<u>\$179,235</u>	<u>\$272,730</u>
\$44,556,860	\$46,341,530

MATURING BONDED DEBT	\$38,429,825
INTEREST ON BONDS	\$11,069,225
SANDERS TEMPERANCE FUND	\$600
DOWSE INSTITUTE FUND	\$600
BOND SALE FEES	<u>\$216,000</u>
	\$49,716,250

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 8.0% of the total FY14 debt service on MWPAT loans is covered by subsidies from the State, with the remainder financed through sewer service charges.

Funds budgeted in these cost centers cover debt service on a wide variety of projects, including sewer reconstruction in several areas of the City, open space improvements, street improvements, renovations to various public buildings, including the new Public Safety Facility, Main Library, and Cambridge Rindge and Latin School and improvements to the City’s many recreational facilities.

The City issued bonds on February 19, 2013 to finance sewer reconstruction, Kendall Square surface improvements, Harvard Square Tunnel improvements, renovations to public buildings including the 5 Western Avenue, Ryan Garage / Simard Building, improvements to two soccer fields at Danehy Park, street and sidewalk reconstruction, and the first phase of construction costs for the King School Renovation Project.

In conjunction with the February 19, 2013 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 37 cities nationally to receive the highest rating (AAA) from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Debt Service Budget reflects a net increase of \$2,189,275 which is attributable to an increase in sewer debt and tax-supported debt. The FY14 Budget includes new debt service costs associated with the February 19, 2013 General Obligation bond sale and the February 25, 2013 Massachusetts Water Resources Authority (MWRA) issue.

MATURING BONDED DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT), the Massachusetts Water Resources Authority (MWRA), and the Massachusetts School Building Authority (MSBA), which have been used to cover a large portion of the costs of various sewer reconstruction and school projects throughout the City. There is no impact on this cost center for FY14 from the issue planned for the winter of 2014, because the first principal payment will not be due until the winter of 2015, and will be reflected in the FY15 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 19, 2013, and confirmed at the highest level by all three agencies. Bond market conditions have shown a moderate upward trend since the last bond sale in February 2012. The City received a True Interest Cost (TIC) of 2.04% for the bonds sold on February 19, 2013, which is a slightly higher rate than the 1.64% received in February 2012, by 40 basis points or 0.40%.

SANDERS TEMPERANCE FUND. In 1864, Charles Sanders bequeathed \$10,000 to the City of Cambridge "to be held as permanent funds, the interest of which shall be paid" as salary to a person to be "employed as a missionary in the cause of temperance." For reasons that are unclear, the principal became unavailable many years ago. To keep the intent of the trust, the City has annually appropriated an amount equal to 6% of the original principal.

DOWSE INSTITUTE FUND. In 1858, the executors of Thomas Dowse's estate informed the City Council of their intent to establish the Dowse Institute with a grant of \$10,000 to be given to the City under the condition that the City would pay \$600 "in each and every year forever" to finance the Institute. In return, the Institute's trustees agreed to apply the annual appropriation to lectures "on literacy or scientific subjects to be delivered in Cambridge." In the same year, the City Council accepted the grant and, with the approval of the executors, the \$10,000 was used to defray the cost of the "Athenaeum," a structure which was used as City Hall for many years.

BOND SALE FEES. This cost center provides funds for all costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements. In addition, fees related to loans that the City receives from the MWRA and MWPAT are included in this cost center.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$31,359,390
Real Estate Taxes	\$31,359,390	
CHARGES FOR SERVICES		\$14,830,590
Sewer Service Charge	\$14,830,590	
INTERGOVERNMENTAL REVENUE		\$1,960,970
Mwpat Loan Program	\$123,470	
Misc Receipts/TCHCN	\$1,837,500	
MISCELLANEOUS REVENUE		\$1,565,300
Rent Of City Property	\$520,800	
Section 108 Ln Repayment	\$44,500	
Stabilization Fund Transfer	\$1,000,000	
TOTAL FY14 BUDGETED REVENUE		\$49,716,250

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$216,000
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$49,500,250
TOTAL FY14 BUDGETED EXPENDITURES	\$49,716,250

THIS PAGE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCES AND DEVELOPMENT

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
\$8,408,320	\$8,760,090	Library	\$8,946,395
\$21,938,205	\$22,805,860	Human Services	\$23,155,080
\$220,355	\$225,820	Commission on the Status of Women	\$233,115
\$224,735	\$199,345	Human Rights Commission	\$249,380
<u>\$963,140</u>	<u>\$974,420</u>	Veterans' Services/Benefits	<u>\$1,005,375</u>
\$31,754,755	\$32,965,535		\$33,589,345

FINANCING PLAN	FY14 BUDGET
Taxes	\$28,611,545
Charges For Services	\$3,345,565
Fines & Forfeits	\$65,000
Intergovernmental Revenue	<u>\$1,567,235</u>
	\$33,589,345

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**LIBRARY
-Summary**

\$6,256,990
\$2,151,330
\$8,408,320

\$6,684,990
\$2,075,100
\$8,760,090

**MAIN LIBRARY
BRANCH LIBRARIES**

\$6,856,190
\$2,090,205
\$8,946,395

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 through library computers and public wireless access. Online and downloadable content are available in the library and from home. Library sponsored programs and events offer opportunities for residents to come together to share their experiences and cultures. Programming includes book discussion groups, author readings and topical lectures, as well as adult literacy classes, English conversation groups, children's story times and sing-alongs, and computer classes. Library services are offered a collective total of 275 hours each week and library online resources are available 24 hours a day.

SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Library Budget includes \$78,195 to support maintenance and operations of the main library facility, \$5,000 to support professional development activities and \$85,000 in additional funding for a staff librarian and library associate. The book acquisition budget has been increased to comply with the Massachusetts Board of Library Commissioners' standards.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Projected cost per transaction (\$2.18) is 8% lower than 20 years ago (\$2.38).
- Answered 290,000 questions, a 20% increase.
- CambridgeREADS celebrated its tenth anniversary by selecting Cambridge author Audrey Schulmann's *Three Weeks In December* as this year's book.
- Cardholders downloaded 20,000 audio and e-books through the Minuteman Library Network.
- 229,000 items were borrowed from other communities on behalf of Cambridge residents.
- Over 10,000 new cardholders were registered.
- As part of the commemoration of the 100th anniversary of Speaker Tip O'Neill's birth, the Library presented an exhibit of artifacts from the Boston College collection and hosted three discussions with O'Neill family members, O'Neill staff members, *Hardball's* Chris Matthews and members of the community. The O'Neill Branch Library was selected as the site for the O'Neill mural which was dedicated in December.

- Celebrated author Zadie Smith spoke about her new book, *NW*.
- Caldecott Award winner Mo Willems and Tom Warburton spoke to a capacity crowd of children and their families.
- The Friends of the Library teamed with the Cambridge History Room to celebrate Wikipedia Loves Libraries and created entries for Wikipedia from resources in the Library's local history collection.

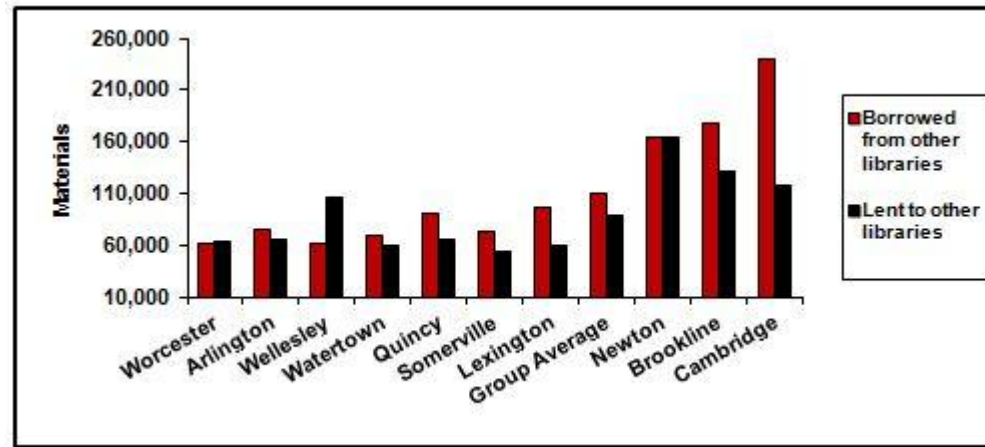
Figure 1: FY12 Comparative Statistics on Regional Library Use

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).

	Total Hours Open Per Year (all locations)	Total Circulation	Circulation Per Capita	Number of Programs	Total Program Attendance	Reference Transactions Per Week	FY12 Cost Per Hour Open
Somerville	7,488	395,077	5.9	604	13,395	652	\$229.96
Quincy	5,435	737,906	8.7	878	22,632	n/a	\$461.31
Cambridge	13,664	1,530,124	15.5	2,513	84,999	4,640	\$636.26
Brookline	7,939	1,072,818	20.5	964	27,566	850	\$485.51
Lexington	3,293	837,531	28.6	456	19,549	841	\$711.12
Arlington	4,526	665,437	17.1	579	27,215	1,774	\$505.67
Group Average	6,175	906,445	17.5	976	28,350	1,889	\$649.97
Watertown	3,316	642,645	22.0	583	14,209	992	\$713.36
Wellesley	6,159	730,474	29.8	1,093	22,948	1,969	\$381.88
Worcester	6,502	753,922	4.5	502	8,501	2,481	\$767.36
Newton	3,427	1,698,514	21.9	1,588	42,486	2,804	\$1,607.24

Figure 2: FY12 Borrowing and Lending Activity by Community

The following graph shows the total amount of materials borrowed from and lent to regional libraries, according to Massachusetts Board of Library Commissioners (MBLC) data.



FY14 GOALS:

- *GOAL 1: Maintain quality of traditional services in an efficient and cost effective manner while expanding into e-books and downloadable content.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Check-outs	1,517,178	1,450,000	1,468,556	1,500,000
2. Renewals	362,100	300,000	350,000	360,000
3. Check-ins	1,356,196	1,252,800	1,307,000	1,335,000
4. Questions answered	241,297	175,000	290,000	260,000
5. Process network transfers	357,216	330,000	350,000	350,000
6. In-library computer sessions	204,117	220,000	178,662	200,000
7. Downloads of e-books and audio books	n/a	20,000	20,000	24,000
8. Total program attendance	84,999	70,000	80,000	80,000
9. Total transactions	4,123,103	3,817,800	4,013,398	4,114,000
10. Cost per transaction	\$2.04	\$2.28	\$2.18	\$2.18

- **GOAL 2:** *Provide library users with access to a broad collection of print, electronic and audiovisual resources within the library and remotely.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Select, purchase (from all sources) and catalog new acquisitions for library collection	49,261	35,000	45,000	40,000
2. Number of items in collection	379,725	355,000	356,000	358,000
3. E-books and downloadable audio books available (# of volumes)	n/a	15,000	18,000	20,000
4. Provide access to online research resources (# of searches)	329,597	250,000	500,000	500,000
5. Items used in the library but not checked out	n/a	130,000	180,000	180,000
6. CPL website page views	2,323,756	2,350,000	2,296,970	2,300,000
7. Process books, CDs and DVDs requested by other communities for their patrons	117,856	125,000	120,000	120,000
8. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons	239,360	225,000	229,400	230,000
9. Pack and ship materials within the CPL and to other Minuteman libraries (# of bins sorted)	17,679	20,000	12,500	12,500
10. Fulfill requests for books, CDs, DVDs, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting library	133,224	100,000	140,000	140,000
11. Deliver library materials to home-bound residents, nursing homes and senior housing (# of books)	9,745	9,000	8,950	9,000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
12. Deliver library materials to home-bound residents, nursing homes and senior housing (# of deliveries)	365	300	365	300

■ *GOAL 3: Promote literacy development and library use for all ages.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Register new cardholders	10,327	9,000	10,000	10,000
2. Number of active cardholders	62,548	66,000	66,000	67,000
3. Send out Welcome Baby packets to parents of newborns in Cambridge	1,252	1,000	795	800
4. Deliver story bags to home daycare providers. (# of deliveries)	n/a	252	190	200
5. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines	178	150	120	130
6. Provide story times for preschool children	n/a	475	575	575
7. Offer weekly toddler singing programs	384	350	375	375
8. Visit children at day care centers and nursery schools and conduct on-site story times	110	75	75	75
9. Children's books checked out during the summer	64,078	95,000	72,712	72,000
10. Host book discussion groups for children and teens (# of sessions)	132	100	60	60

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
11.Offer programs to promote adult literacy and English proficiency	958	800	900	1,000
12.Offer individual tutorials for adult learners in reading and writing English	1,896	1,300	1,950	1,900
13.Offer book discussion groups for adults (# of sessions)	n/a	75	80	80
14.Offer outreach programs for seniors	52	60	40	50

■ *GOAL 4: Promote computer literacy.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Offer classes to residents on how to use computers for accessing the library, using the Internet, finding a job, etc. (# of classes)	185	125	200	150

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$8,464,745
Real Estate Taxes	\$8,464,745	
FINES & FORFEITS		\$65,000
Library Fines	\$65,000	
INTERGOVERNMENTAL REVENUE		\$416,650
State Cherry Sheet Revenue	\$309,400	
Cherry Sheet-Aid To Pub Libry	\$107,250	
TOTAL FY14 BUDGETED REVENUE		\$8,946,395

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$6,716,630
OTHER ORDINARY MAINTENANCE	\$2,178,115
TRAVEL & TRAINING	\$51,650
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$8,946,395

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	65	66	66

**LIBRARY
-Main Library**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$645,770	\$612,240	ADMINISTRATION	\$644,460
\$660,270	\$809,115	PUBLIC SERVICES	\$856,290
\$877,225	\$967,475	REFERENCE SERVICES	\$979,220
\$1,185,575	\$1,300,830	CIRCULATION SERVICES	\$1,416,230
\$615,860	\$638,085	TECHNICAL SERVICES	\$653,180
\$809,270	\$679,940	CHILDREN'S SERVICES	\$604,555
\$1,089,815	\$1,254,230	SUPPORTIVE SERVICES	\$1,287,915
\$373,205	\$423,075	COMPUTER TECH. SUPPORT SVCS	\$414,340
<u>\$6,256,990</u>	<u>\$6,684,990</u>		<u>\$6,856,190</u>

PURPOSE & OVERVIEW:

The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, information services, acquisitions and materials processing, outreach to senior citizens, as well as personnel functions. The Main Library offers public meeting spaces of different sizes for community groups to hold public meetings

and events. The City's most comprehensive and expansive library collections can be found at the Main Library.

FY14 GOALS:

- *GOAL 1: Sustain active use of Main Library.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Create exhibits to promote use of the Cambridge History Collection	8	8	6	8
2. Offer author readings, lectures, films, concerts and other cultural programming to promote library use and community	87	50	90	90
3. Provide small conference rooms to the public (# of uses)	n/a	2,500	1,750	1,750
4. Number of persons who visit Main Library	n/a	550,000	575,000	575,000
5. Offer programs for teens	172	75	100	85

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**LIBRARY
-Branch Libraries**

\$319,805	\$318,655	O'NEILL (NORTH CAMBRIDGE)	\$321,140
\$324,405	\$303,935	VALENTE (CAMBRIDGE FIELD)	\$305,300
\$239,495	\$226,530	BOUDREAU (OBSERVATORY HILL)	\$230,225
\$246,220	\$249,295	O'CONNELL (EAST CAMBRIDGE)	\$251,525
\$199,320	\$204,880	COLLINS (MOUNT AUBURN)	\$201,470
\$822,085	\$771,805	CENTRAL SQUARE	\$780,545
<u>\$2,151,330</u>	<u>\$2,075,100</u>		<u>\$2,090,205</u>

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.

FY14 GOALS:

- *GOAL 1: Provide meeting and gallery space for community artists and organizations.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. O'Neill Branch (# of exhibits)	12	12	12	10
2. Provide space for community groups to meet at the Central Square Branch	28	65	40	50
3. Central Square (# of exhibits)	11	12	12	12

- *GOAL 2: Organize events that promote library use and support neighborhood vitality.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Organize neighborhood pot luck meals, picnics, etc. at the Library	n/a	n/a	n/a	10
2. Conduct storytimes/sing alongs in Spanish and Portuguese	n/a	n/a	n/a	90

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
\$4,207,695	\$4,321,845	ADMINISTRATION	\$4,650,485
\$2,605,075	\$2,620,175	OFFICE OF WORKFORCE DEV.	\$2,623,680
\$2,005,825	\$1,951,755	PLANNING AND DEVELOPMENT	\$1,814,805
\$2,785,625	\$3,104,080	COMMUNITY SCHOOLS	\$2,966,990
\$1,793,675	\$1,896,680	RECREATION	\$1,940,515
\$1,267,505	\$1,260,570	ELDERLY SERVICES & COA	\$1,343,760
		CHILDCARE & FAMILY SUPPORT	
\$3,441,050	\$3,608,090	SERVICES	\$3,589,415
\$606,615	\$631,380	GOLF COURSE	\$662,335
\$972,140	\$947,825	COMMUNITY LEARNING CENTER	\$869,515
<u>\$2,253,000</u>	<u>\$2,463,460</u>	YOUTH PROGRAMS	<u>\$2,693,580</u>
\$21,938,205	\$22,805,860		\$23,155,080

**HUMAN SERVICES
-Summary**

PURPOSE & OVERVIEW: In FY14, 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 FY13, the Department

provided staffing and leadership to the community collaboration that developed "Baby U," Cambridge's version of the Harlem Children's Zone Baby College. The Department is also collaborating with the School Department on Middle School Out of School Time Programming as part of the Innovation Agenda. The Department has also provided support to the Mayor's Silver Ribbon Commission on Aging in the Community. In addition, the Department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. These initiatives support the City Council’s goal related to human services and education.

All of the Department’s work befits its original charge (by ordinance in 1980) of “creating and coordinating services which enhance the quality of life for Cambridge residents.” The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City and with planning and technical assistance to local groups and services, provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, and Child Care and Family Support Services. Services purchased by the City for residents through not-for-profit agencies include: homeless services; mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among the divisions and with other City departments and human service providers to meet the needs of Cambridge’s residents.

The Department continues to collaborate closely with the Cambridge Police Department's Juvenile and Family Services Unit to build strong supports for Cambridge youth. In support of the City Council's goal of fostering community, the Department sponsors numerous neighborhood and community activities for residents of all ages. Through the War Memorial Recreation Center, Danehy Park and the Fresh Pond Golf Course, the Department provides residents with numerous formal and informal opportunities for leisure time activities. The Department will continue its work with the community this year around Aging in Place. Most of the Department's programs and services directly address the Council's goals of strengthening human services, education and out of school time learning, fostering community for residents of all ages and supporting the racial, socioeconomic, cultural and religious diversity of the city.

SIGNIFICANT BUDGET MODIFICATIONS: The FY14 Human Services Budget reflects the following increases: \$26,000 to support the Kids' Council collaborative with the Community Engagement Team; \$45,000 to cover increased costs for inclusion programming; \$141,000 in Community Schools for living wage increases and for program costs offset by revenue; and \$50,000 in scholarships for low income children. Budget reductions include \$138,670 in rent for space leased at 19 Brookline Street for the Multi-Service Center and Community Learning Center and a \$33,910 reduction in CDBG funded operations and contracts.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Served 49,600 meals and snacks in 26 sites throughout the city during the 2012 Summer Food Service Program. Meals were served at five open sites in parks and at 21 enrolled summer program sites.
- Successfully implemented the 9th and 10th cycles of Cambridge Works, a transitional jobs program for disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development and job search assistance to help find unsubsidized employment after program completion.
- Continued to provide daily meals to elders at both the Citywide Senior Center and the North Cambridge Senior Center, providing important nutrition and building community with seniors from across the city. Also provided wellness programs, English for Speakers of Other Languages (ESOL), multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Worked with Metropolitan Boston Housing Partnership, Cambridge Health Alliance, Cambridge Police Department, Public Health Department and other citywide service agencies to develop the Cambridge Hoarding Coalition to address the public health concern of hoarding through trainings and collaborative interventions.
- Provided parent support and fostered community through a network of parent/child playgroups, family fun days and dances, and family literacy events, and continued to modify support groups to help participants feel more welcomed and to ensure that groups better reflected the diversity of Cambridge.
- Provided preschool students with opportunities for community service through food drives, park clean ups and garden development, making cookies for senior housing residents, and raising money for a

children's hospital by a triathlon.

- 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 more than 200 youth league coaches, CRLS athletes and DHSP staff.
- Completed fifth cycle of core Baby U program with a record number of fathers and strengthened alumni programming to support families to enhance positive changes made by program graduates.
- In collaboration with the Cambridge Police Department, conducted door-to-door outreach campaigns in four housing developments, reaching over 2,000 households with information and resources for families.
- Continued workplace education programs providing onsite ESOL and transition to college classes for employees of the Cambridge Health Alliance and Spaulding Hospital Cambridge.
- Provided Career Pathways program for 24 immigrant adults aspiring to become nursing assistants or home health aides with classes integrating job-related content into instruction in English, math and career awareness.
- In collaboration with SCALE, Bunker Hill Community College and the Metro North One-Stop Career Centers, CLC provided educational and career counseling and workshops for 30 adults learning English and preparing for the GED in order to increase their career awareness and college readiness.
- 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 951 youth in the Mayor's Summer Youth Employment Program, by collaborating with regional and state workforce development staff to take advantage of state funding for at-risk youth.
- Across all the Department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, and communication to families and strengthened linkages with schools.
- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Cambridge was recognized for the 6th 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.

FY14 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 collaboration with other city and community agencies, continue to evaluate and enhance Baby U, a parenting support program that works with parents of young children to enhance their parenting skills and to connect them with beneficial services.
- In partnership with the Chamber of Commerce and individual employers, continue to work with businesses, despite the challenging economic climate, to provide opportunities for businesses to connect with youth, such as hiring teens, acting as mentors and providing homework support.
- To improve public awareness and access to CambridgeSomervilleResourceGuide.org, a community-based website that describes the myriad area resources and programs, by making the website more user-friendly for providers and individual users.
- Promote opportunities for seniors to remain in their homes and neighborhoods by supporting Aging in the Community, and other initiatives which provide services to seniors in their homes.
- Continue to secure federal, state and local resources for the homeless Continuum of Care with the overarching goal of preventing and ending homelessness for as many individuals and families as possible.
- Through the Multi-Service Center, continue to help residents at risk of losing their housing to remain in their apartments or move to new housing, utilizing available local and federal funds.
- Expand opportunities for Cambridge residents of all ages to come together with their neighbors and across the city through continued support and staffing for community building events, such as Arts in the Park, Area Four Pride Day, Danehy Park Family Day and Fresh Pond Day.
- Continue weekly summer "Screen on the Green"/Family Concert Series at select parks and expand monthly neighborhood based family movie events at Youth Centers and Community Schools during the school year.
- In collaboration with the School Department, through its Innovation Agenda and other partners, enhance middle school after school programming to meet the developmental needs of 6th, 7th and 8th graders for stimulating enrichment, learning and recreational activities and for positive relations with peers and caring adults.
- Work with College Success Committee, a group of City, School Department and community agencies to

plan and provide activities to enhance the college access and success of youth and adults.

- Continue 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 for adult learners to enhance college success.
- In collaboration involving the Community Learning Center, SCALE, Bunker Hill Community College and the Metro North One-Stop Career Centers, provide educational and career counseling for adults learning English and preparing for the GED in order to increase their career awareness and help them develop a plan for their next steps toward completing their basic education program.
- In collaboration with the Police Department's Juvenile and Family Service Unit and community providers, promote productive and safe activities for middle and high school youth across the city.
- The Youth and Recreation Divisions will work in collaboration to promote opportunities for physical fitness for youth in conjunction with the Boston Foundation's CHAMPS Program (Coaches Helping Athletes through Mentoring and Positive Sports).
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

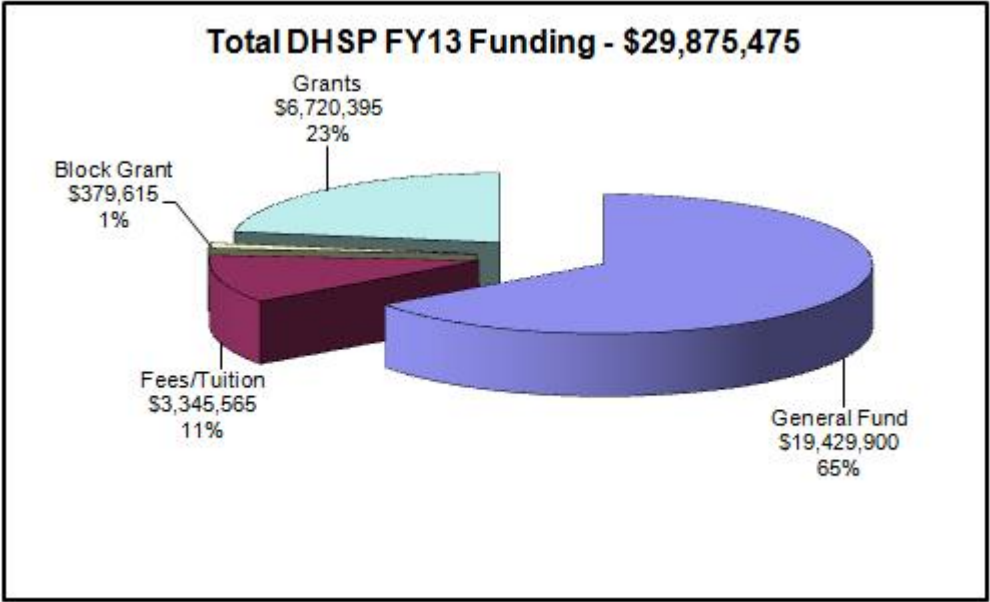
FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$19,163,635
Real Estate Taxes	\$19,163,635	
CHARGES FOR SERVICES		\$3,345,565
Recreation Activity	\$250,000	
League Fees	\$15,000	
Golf Course Fees	\$662,335	
Childcare Tuition	\$1,195,230	
Special Needs Revenues	\$8,000	
Youth Center Activities	\$50,000	
Senior Center - Central Sq	\$35,000	
Community School Revenue	\$900,000	
Extended Day Revenue	\$130,000	
Field Permit/Non City Leagues	\$100,000	
INTERGOVERNMENTAL REVENUE		\$645,880
C.D.B.G.	\$379,615	
State Cherry Sheet Revenue	\$266,265	
TOTAL FY14 BUDGETED REVENUE		\$23,155,080

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$20,161,890
OTHER ORDINARY MAINTENANCE	\$2,890,090
TRAVEL & TRAINING	\$78,100
EXTRAORDINARY EXPENDITURES	\$25,000
TOTAL FY14 BUDGETED EXPENDITURES	\$23,155,080

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	136	139	139

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**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 are based on FY13 awards as well as currently available information from both State and Federal agencies. The actual amounts awarded may change as federal or state budgets are finalized.

LOW INCOME FUEL ASSISTANCE (\$1,197,815). 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 2013-14 winter season, with financial assistance for heating bills and rental assistance if heat is included in the rent.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION (\$127,000). Federal reimbursement ensures that children and youth under the age of 19 can receive nutritious meals during summer vacation. DHSP operated 26 meal sites in the summer of 2012, serving 49,600 meals and snacks.

CAMBRIDGE HOUSING AUTHORITY (\$66,436). The Office of Workforce Development receives funds from the Cambridge Housing Authority to support Cambridge Employment Program job search services to public housing residents.

MASSACHUSETTS DPH/SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION (\$112,999). 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 other drugs. The figure also includes contributions from the Cambridge Health Alliance, Cambridge Licensee Advisory Board and the Community Health Network Area.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT CONTINUUM OF CARE PROGRAM (CoC) (\$3,077,597). This grant program is a consolidation of the Supportive Housing Program and the Shelter Plus Care Program grants. CoC funds 32 projects previously funded by those programs assisting homeless persons, through a continuum of care, with housing and services.

MASSACHUSETTS DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT/FAMILY SHELTER AND SERVICES PROGRAM (\$409,700). Funding is for emergency shelter, case management, housing placement and stabilization services for homeless families through the Cambridge YWCA.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SOLUTIONS GRANT PROGRAM (\$242,240). These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and to assist homeless or tenuously housed individuals and families with housing through the Multi-Service Center and community partners.

MASSACHUSETTS DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (\$88,980). This program provides casework support for men who are moving from homelessness toward permanent housing, and who are housed at the YMCA during the transitional period.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD (\$108,935). The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation and to support operations at the Citywide Senior Center, including reception, classes and weekend activities. Project Bread funds support the Senior Center food pantry.

COORDINATED FAMILY & COMMUNITY ENGAGEMENT, CENTER FOR FAMILIES (\$110,815). This grant funds outreach to hard to serve families, provides parent education, support for transitions to schools and links families to comprehensive services.

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 EDUCATION AND CARE/UNIVERSAL PRE-KINDERGARTEN PILOT CLASSROOM QUALITY (\$27,081). The Childcare and Family Support Services Division has been awarded funds for preschool programs to provide resources and support to enhance high quality standards.

MASSACHUSETTS DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION (\$946,545). The Community Learning Center receives state and federal funds for Adult Basic Education, English for Speakers of Other Languages (ESOL), civic education, volunteer coordination, education for homeless adults, ESOL distance learning, family literacy and a career pathways program for immigrants interested in health careers. A grant of state funds through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents.

FOUNDATIONS/FRIENDS OF THE CLC/FIRST LITERACY/CHA (\$130,380). The Community Learning Center receives funds from several foundations, from private donations, and from the Cambridge Housing Authority for transitional classes for adults with a GED or high school diploma who are interested in attending college, for leadership training for students, for career awareness classes and counseling, and for additional ESOL classes.

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 FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Administration**

\$666,620	\$617,800	LEADERSHIP	\$764,195
\$1,013,715	\$1,001,765	OPERATIONS	\$1,106,315
\$171,450	\$176,500	IT	\$176,875
\$690,700	\$702,610	EXTENDED DAY	\$720,030
\$324,085	\$331,195	AGENDA FOR CHILDREN	\$338,495
\$467,400	\$397,610	EARLY CHILDHOOD INITIATIVE	\$429,300
\$560,685	\$587,140	INCLUSION INITIATIVE	\$614,425
\$152,290	\$170,290	KIDS' COUNCIL	\$152,705
\$160,750	\$164,935	COMMISSIONS FOR PERSONS WITH	
\$0	\$172,000	DISABILITIES	\$173,170
\$4,207,695	\$4,321,845	BABY U	\$174,975
			<u>\$4,650,485</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, 200 salaried and over 500 part-time and seasonal employees.

The Division acts as the liaison with other City departments, including Purchasing, Auditing, Personnel, Payroll, Finance, Law and IT, as well as outside vendors and contractors. The Division manages a budget

of about \$6.8 million in grant funding and \$23 million in the general fund, which includes \$3.4 million in tuition and fees. The Division is responsible for budget preparation, accounts payable and receivable, expense and revenue tracking and reconciliation, as well as the recruitment and hiring of staff, payroll processing, employee orientation, employee benefit tracking and other related functions. Efforts continue to provide intensive supervisory training and to build more intentional opportunities for cross-program collaborations, both to better serve clients and to enhance opportunities for staff growth and development. The Division also produces a semi-annual resource guide distributed to families across the city, which promotes Department and community human service programs.

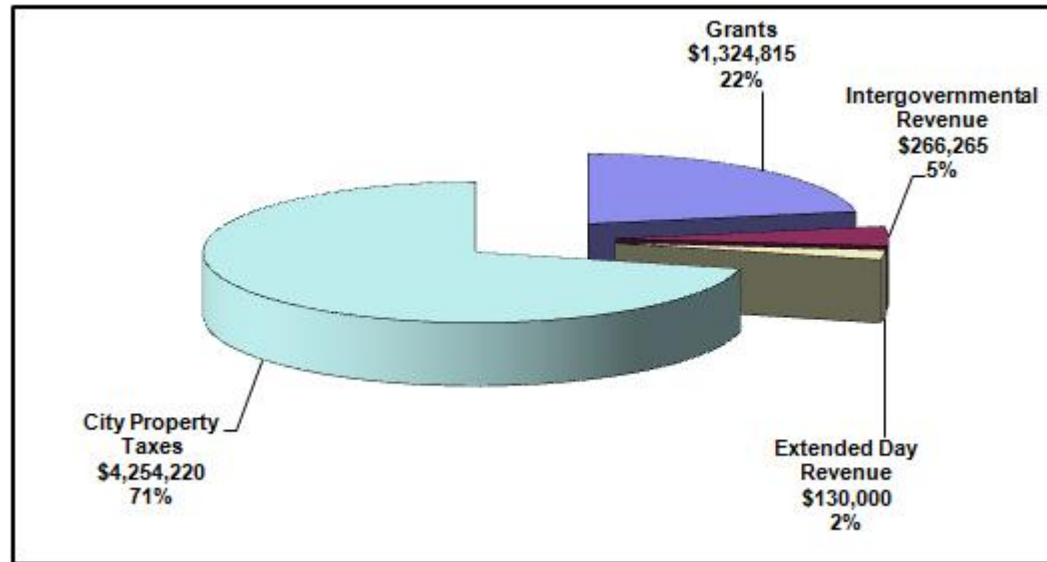
The Division's IT staff acts as a liaison with the City's IT Division and responds to the Department's IT needs. The Division is also responsible for the administration of the Fuel Assistance Program, serving approximately 2,100 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 26 sites throughout Cambridge.

The Division also oversees many collaborations and programs including, the Agenda for Children Literacy and Out of School Time Initiatives, a collaboration with the School Department, the Cambridge Health Alliance, the Library, the Police Department, the Kids' Council and the community. Other programmatic efforts include Baby U and other early childhood initiatives, which are directed towards families with children birth to age five. Activities focus on promoting and developing children's early language and learning, as well as culturally appropriate outreach to low income, English language learners and other under-served families. The Agenda for Children's *Let's Talk* campaign is incorporated into all of the early childhood efforts with families and providers. In FY13, City and community agencies continued to collaborate in the delivery of "Baby U," an intensive program based on the Harlem Children's Zone Baby College. The program works with parents of young children to enhance their parenting skills and to connect them with a variety of other community services so that

they can better promote their children's physical, emotional and educational development. In FY13, supported largely by grant funding, Baby U expanded its alumni programming to continue home visits, workshops, support groups and other learning opportunities for families who completed the core program. The Early Years Project, a project recommended by the Mayor's Blue Ribbon Commission on Early Education and Care, continued to provide preschools and family child care providers with access to behavioral and mental health consultation supports to better serve children in their care. Enhanced professional development supports and programming for family childcare providers have also continued.

The Division also oversees the Department's Inclusion Initiative, which provides the supports necessary to accommodate the increased numbers of children with special needs enrolled in all of the Department's child and youth serving programs. With the support of the Department's Inclusion Specialist, training, modeling and coaching opportunities are provided for regular program staff, and additional staff are hired as necessary to support individual children and programs. Oversight is also provided for the Agenda for Children Out of School Time Initiative and its robust quality improvement programs. Over 25 programs throughout the city are supported in intensive classroom observation and coaching for developing and implementing quality improvement plans. The Division also supports the King Open Extended Day Program, a unique collaboration between the Department and the King Open School to provide linked school and out of school time programming that supports children's academic, social and emotional development.

FUNDING SOURCES/ADMINISTRATION



This figure includes funds anticipated to be received in FY14, but not yet appropriated.

FY14 GOALS:

- *GOAL 1: Parents and primary caregivers of children birth to age five will receive education and support from the Agenda for Children Literacy Initiative and other early childhood partners to support them as their children's first and most important teacher.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of parents/caregivers reached by core literacy initiative programming including maternity ward visits, home visits and workshops and literacy specific playgroups	1,430	1,400	1,400	1,420
2. Percentage of parents/caregivers reporting that they changed the way they read to their child based on the information they received in a home visit or workshop	87%	87%	85%	85%
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	83%	85%	85%	86%
4. Number of books and resource materials distributed to children, families and staff	7,500	7,500	7,500	7,700
5. Number of English language learner parent/caregivers of young children receiving ESOL or Adult Basic Education	50	46	60	50

- **GOAL 2:** *The Community Engagement Team will do outreach and education with underserved English language learners and minority communities to engage families, caregivers and children in beneficial learning opportunities.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of providers and community members attending citywide networking events	271	150	250	225
2. Number of times hard-to-reach families informed about parenting and other early literacy events by outreach workers actually attend those events	290	350	350	450
3. Percentage of networking participants who report that their knowledge of diverse cultures and appropriate outreach methods increased	85%	90%	90%	91%
4. Plan and develop a series of training modules for outreach workers across the City	n/a	n/a	n/a	100%

- **GOAL 3:** *Through Baby U program, engage parents of very young children in intensive program to 1) increase their confidence and parenting strategies, 2) connect children and families to beneficial community resources and 3) diminish parental isolation by developing peer support.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of families participating in Baby U core program	28	30	32	31
2. Percentage of families participating in at least 80% of Baby U activities	80%	70%	70%	73%
3. Number of families participating in Baby U Alumni Activities	69	85	97	104
4. Percentage of families reporting that they know different strategies and tools to use in parenting	95%	90%	90%	91%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
5. Percentage of families reporting that they know how to find programs in the community to help their families	75%	70%	70%	71%

■ *GOAL 4: Through the Agenda for Children Out of School Time Initiative, continue to support service providers in strengthening operational infrastructure and increasing programming quality, furthering City Council's education goal.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Programs participating in Agenda for Children Out of School Time Initiative	45	45	54	54
2. Number of programs serving children K-5 participating in the Quality Improvement System	20	n/a	20	23
3. Number of Middle School Programs participating in the Quality Improvement Program	5	n/a	7	12
4. Out of School Time staff participating in Communities of Practice	78	80	80	100
5. Number of middle school OST programs participating in the Middle School Network	20	n/a	25	27
6. Percentage of CPSD upper school students enrolled in some OST activity	n/a	n/a	70%	80%
7. Percentage of CPSD Upper School students participating regularly (3 days or more) in OST activities	n/a	n/a	45%	50%

- **GOAL 5:** *Continue to provide high quality out of school time programming and continue to work with King Open School faculty to support children's development.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Percentage of teachers who identify that children's participation in KOED has supported academic growth	100%	100%	100%	100%
2. Number of students receiving individualized academic support at least twice a week during the King Open School day classes from KOED staff	9	n/a	11	20
3. Number of classrooms engaged in in-depth data driven family engagement planning activities	n/a	n/a	2	7
4. Number of classrooms engaged in professional development training and site based follow up support activities	n/a	n/a	4	7
5. Number of classrooms engaged in sustained thematic project based learning	4	n/a	7	7

KIDS' COUNCIL

PURPOSE & OVERVIEW: Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids' Council) provides leadership and serves as a forum to engage the public in promoting a comprehensive local response to the needs of Cambridge's children and families. The Council, chaired by the Mayor, is comprised of parents, youth, community members, City officials and representatives from universities, business, philanthropic and community organizations. Major initiatives of the Kids' Council are: the Center for Families, the Agenda for Children, the Youth Involvement Subcommittee and the Inclusion in Out of School Time Programs. These initiatives directly support the City Council's goals to value diversity, foster community and strengthen and support Human Services, Public Education and Out of School Learning. In 2012, Cambridge was selected for the sixth time as one of America's Promise 100 Best Communities for Young People.

The Kids' Council's first major initiative, the Center for Families, was launched in 1994 to provide support to families with children birth to age 5. The initiative continues to branch out to many parts of the city to expand family support services. Drawing upon extensive community input through the Agenda for Children, the Kids' Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read;

and 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing and healthful Out of School Time activities, in order to ensure optimal academic performance and overall healthy development. The Agenda for Children's Literacy and Out of School Time Initiatives continue to work with City agencies, community providers and families to promote these two goals. The Agenda for Children is a major partner in the City's Baby U program and in the Innovation Agenda's planning around middle school out of school time.

The Youth Involvement Initiative began in 2001 with the goal of increasing the civic engagement of young people. Since that time, the Youth Involvement Initiative has produced projects on a variety of topics and issues all led, planned and conducted by youth. Topics have ranged from mapping drug use in Cambridge to advocating for legislative change on City and state levels. The efforts of this Initiative in 2004 resulted in the creation of three youth voting members on the Kids' Council, and in 2006 the filing of a state bill to give 17 year olds the right to vote in local elections. The initiative annually sends a Youth Delegation to the National League of Cities Conference to represent our city and to support youth participation and networking on a national level. The initiative was featured in the 2010 National League of Cities publication, "Authentic Youth Civic Engagement: A Guide for Municipal Leaders," as a model for cities to engage youth in municipal government. Each year, the Youth Involvement Subcommittee works on projects related to the Kids' Council's goals and topics that are of interest to the young people. This year, they are working with middle school students to help them with the transition to high school so that students will understand what to expect when they get to high school and how to get involved and engaged.

In September 2008, members of the Kids' Council, along with staff, visited the Harlem Children's Zone to gain insight into: 1) the Harlem Children's Zone's practices and programs as a comprehensive model to address the needs of children from birth through transition to adulthood; and 2) to assess the model's application to Cambridge. In 2010, the City launched its version of Baby College, Baby U. Cambridge's Baby U works with parents of young children to enhance their parenting skills and to connect them with a variety of community services so they can better support their children's physical, emotional and educational development.

The Kids' Council is charged with developing policy and program recommendations aimed at making sure Cambridge is a place where children and youth are healthy, safe, educated and civically engaged. This year, the Council is focusing on "Family Engagement" and how it plays a vital role in supporting families and in helping providers achieve their goals. The Kids' Council is working with the Community Engagement Team on recommendations to enhance the team's capacity and the Kids' Council will utilize and leverage its resources to support the recommendations.

FY14 GOALS:

- *GOAL 1: Evaluate and enhance capacity for Kids' Council to develop, propose and advocate for policies and programs supporting the needs of children and youth and to foster effective collaborations working on those policies.*

- *GOAL 2: Establish university and community partnerships to support Kids' Council's work.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of university and community partnerships established	1	2	2	3

- *GOAL 3: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	16	16	17	16
2. Number of youth members to attend and participate in national conference	10	10	11	10
3. Implement plans for engaging youth throughout the city	100%	100%	100%	100%
4. Number of youth participating in activities to increase connections between the Youth Involvement Subcommittee and Cambridge middle and high school community	150	150	160	160

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW:

The Commission's overall goal is to make Cambridge a more welcoming and accessible place for all people with disabilities. In the U.S., there are currently 56 million people with disabilities - nearly one fifth of the population. Among the challenges faced by people with physical, mental and sensory disabilities, none is more daunting than changing the negative attitudes of others. The Commission confronts these negative attitudes by: 1) raising awareness about barriers that people with disabilities face on a daily basis in their efforts to become fully participating members of society, and 2) offering practical advice on how to eradicate these barriers. The Commission also collaborates with all other City departments to promote the full integration of people with disabilities into all aspects of Cambridge community life, consistent with the City Council's goal of promoting diversity. In FY13, the Commission worked closely with the Department of Public Works in the continued implementation of the Five Year Plan to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. Additionally, the Commission consults with the Community Development Department on design and implementation issues for façade improvements and open space, and works with the Department of Human Service Programs to promote inclusion of children and youth with disabilities in Out of School Time Programs.

The Commission provides information to individuals with disabilities, their families and social service agencies about a wide range of access and disability topics. 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 includes: 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.

FY14 GOALS:

- *GOAL 1: Continue implementation of the City's ADA Compliance Plan and provide training and assistance to public entities in Cambridge, such as the Cambridge Health Alliance and the Housing Authority.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Trainings and technical assistance sessions provided to City employees, departments and other public entities	182	145	180	180

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge, consistent with the City Council's goal to improve access to services.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Site visits and access surveys of Cambridge businesses completed	50	65	50	52
2. Cambridge agencies and businesses which removed barriers to access	19	19	21	22
3. Trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	12	12
4. Taxi coupon users served	41	55	41	42
5. Temporary disability permits issued	27	21	18	18
6. Trash and recycling exemptions issued	131	132	132	134

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Disability awareness trainings delivered to various City departments and staff	87	79	88	90
2. Responses to individual service, information and referral requests	1,516	1,475	1,420	1,400
3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	201	155	200	205
4. Community newsletters on disability resources, news and information	6	6	6	6

**HUMAN SERVICES
-Office of Workforce Dev.**

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

<u>\$2,605,075</u> \$2,605,075	<u>\$2,620,175</u> \$2,620,175		
-----------------------------------	-----------------------------------	--	--

OFFICE OF WORKFORCE DEV.

PURPOSE & OVERVIEW:
The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, schools and post-secondary institutions. Through direct service, program coordination and outreach efforts, OWD services reach over 1,400 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 FY13, in addition to City work sites, four private sector employers participated as temporary job sites.

The Mayor’s Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the city and offers workshops to increase participants’ skills and career/college readiness. The school year components of MSYEP, the Fall Youth Employment Program and the Neighborhood Service Project, provide younger teens with fall work opportunities and a spring community service learning program. For older teens, OWD operates an internship with Harvard University and its clerical union, and offers ongoing cycles of an intensive, six-week job-readiness program.

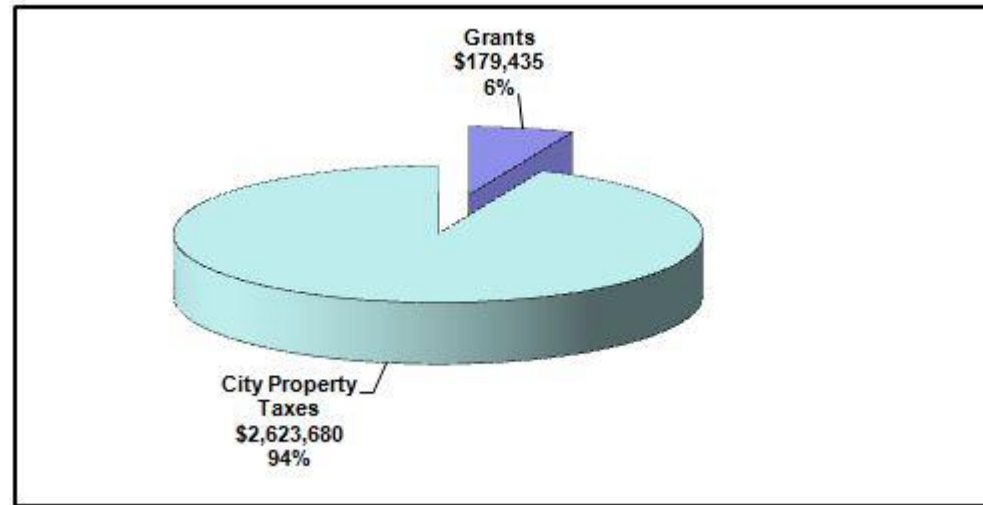
The Office oversees the Cambridge Prevention Coalition, which provides substance abuse prevention services in collaboration with other City agencies. The Coalition has developed and implemented 21 Proof, an award-winning program to decrease youth access to alcohol through trainings for alcohol servers and sellers. The Coalition employs other community strategies to address prescription drug abuse and opioid drug overdoses as well as alcohol access.

OWD also manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. These include the Youth Employment Center at the high school; the Cambridge Reaching All Youth Committee (for youth program providers); and the Business Advisory Committee (for local employers). The Office coordinates the Summer Jobs Campaign to recruit private sector jobs for older teens, working collaboratively with Just-A-Start's TeenWork program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce. OWD staff 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.

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 FY14, but not yet appropriated.

FY14 GOALS:

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of residents served through CEP	314	338	320	338
2. Number of CEP referrals to education and training	38	25	24	25
3. Number of CEP job placements	115	115	109	115

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	33	35	35	36

■ *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of local youth and adult program staff participating in service coordination efforts and professional development	42	50	45	50

■ *GOAL 3: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of students enrolled in school to career activities including internships	43	42	33	32
2. Number of student enrollments in work-readiness and career awareness workshops	134	135	130	135
3. Number of youth visits to the Youth Employment Center	361	350	350	355
4. Number of private sector summer and school year jobs	76	80	67	77

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	42	57	53	57

■ *GOAL 4: Enhance experience of Mayor's Summer Youth Employment Program (MSYEP) participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	946	950	951	950
2. Number of supervisors/mentors trained in working with young employees	135	135	131	135
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	388	385	425	400
4. Number of youth served in school year employment and service learning activities	79	60	74	75
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	90%	93%	90%	90%
6. Percent of supervisors who were very satisfied with their youth worker(s)	80%	94%	75%	85%

- *GOAL 5: Develop and implement a Transitional Jobs Program for disengaged adults and implement an assessment process for every resident applying for a nine-week position with the City.*

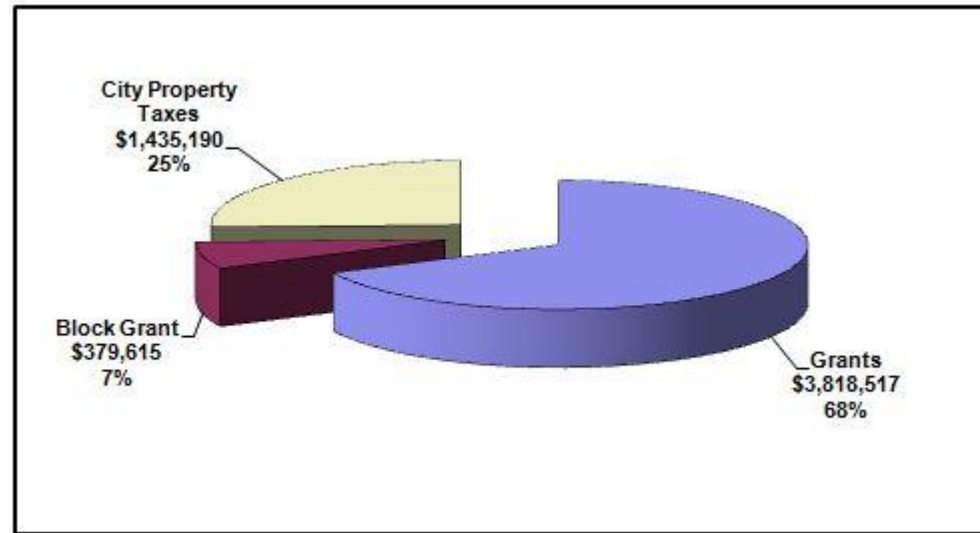
PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of residents enrolled in Cambridge Works	20	29	27	28
2. Percentage of participants each cycle who complete the program	82%	90%	75%	80%
3. Number of participants completing the program who are placed in jobs or full-time training	21	17	13	15
4. Number of nine-week applicants completing formal assessment process	174	143	138	140

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Planning and Development**

\$146,665	\$112,405		\$0
\$928,520	\$886,640	LEADERSHIP	\$902,705
\$858,240	\$878,690	CONTRACTS	\$835,025
<u>\$72,400</u>	<u>\$74,020</u>	HUNGER AND HOMELESS SVCS	<u>\$77,075</u>
<u>\$2,005,825</u>	<u>\$1,951,755</u>	HAITIAN SERVICES	<u>\$1,814,805</u>
<p>Division secures and maintains funding for local service providers and monitors these providers to ensure the highest level of service for the community.</p> <p>The Division coordinates the Cambridge Continuum of Care, an integrated network of homeless service providers and other stakeholders, that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. Planning and Development staff meets monthly with representatives of all of the homeless serving agencies to coordinate services, policy development and program planning. Staff coordinates the processes for agency proposals for both entitlement and competitive HUD grants including the Community Development Block Grant, the Emergency Solutions Grant and the Continuum of Care Program Grants. The Planning and Development Division serves as the lead agency for the Cambridge Homeless Management Information System, a HUD required central database used to collect, track and report uniform information on homeless client needs and services. The Division also develops, maintains and promotes www.CambridgeSomervilleResourceGuide.org, the Human Services Department's online information and referral database.</p> <p>Through the Multi-Service Center, the Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by agencies such as Heading Home, Eliot Community Human Services, North Charles, Shelter Legal Services, Representative Payee/Budget Counseling Services provided by CASCAP, and legal services through Greater Boston Legal Services. Haitian Services provides case management and services to persons who have relocated from Haiti. The Multi-Service Center moved to 362 Green Street, the former Police Station, where its co-location with the Cambridge Housing Authority and the Community Learning Center will facilitate services for clients.</p>			

FUNDING SOURCES/PLANNING & DEVELOPMENT:



This figure includes funds anticipated to be received in FY14, but not yet appropriated.

FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of unduplicated individual clients engaging in intake process for services	350	n/a	340	360
2. Number of individual clients served through the Carey Transitional Housing Program	26	n/a	28	30
3. Number of clients placed in permanent housing	58	65	95	100
4. Number of clients maintained in current housing	400	550	175	180

- *GOAL 2: Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness, consistent with the City Council's housing support goal.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of family intakes	397	600	500	520
2. Number of families placed in housing	30	120	56	55
3. Number of families maintained in current housing	450	500	250	250

- *GOAL 3: Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, Continuum of Care Homelessness monies, and city tax dollars to support the continued socio-economic diversity of the city, consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of clients served in youth and family services programs	906	900	950	995
2. Number of clients served through domestic violence and abuse prevention programs	75	65	68	70
3. Number of clients served through linguistic minority programs	651	500	610	600
4. Number of clients served through homelessness prevention and service programs	5,552	6,100	5,200	5,000
5. Number of clients served through elderly and disabled service programs	492	493	497	480
6. Number of program sites in food pantry network or receiving food deliveries through Food for Free	67	67	67	67

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

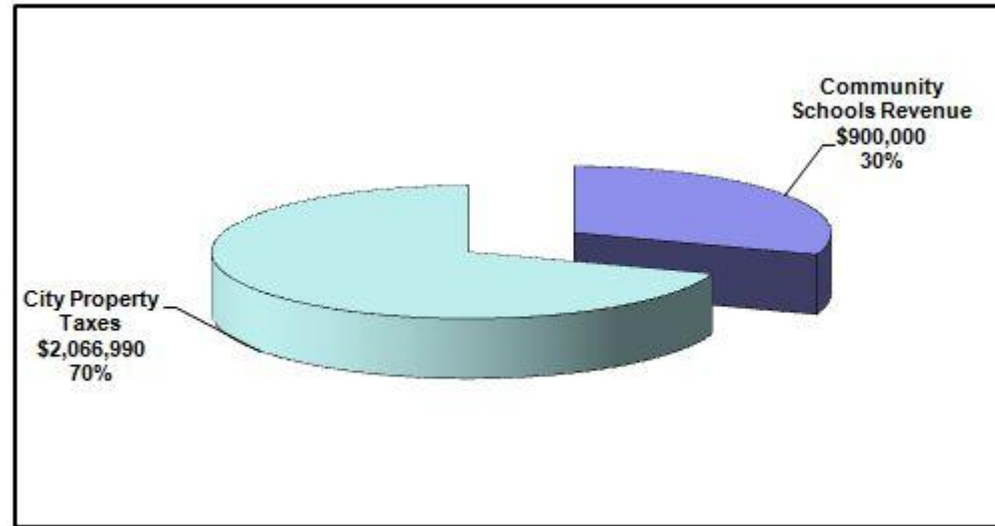
**HUMAN SERVICES
-Community Schools**

\$148,110 \$2,345,835 <u>\$291,680</u> \$2,785,625	\$154,945 \$2,669,285 <u>\$279,850</u> \$3,104,080	<p>LEADERSHIP</p> <p>COMM. SCHOOLS PROGRAMS</p> <p>SUPPORT SERVICES</p> <p>Directors work with their Neighborhood Councils to assess community needs and design quality, cost effective Out of School Time Programs. Present offerings include after school enrichment classes, two extended day partnerships with the Schools and full-day summer and vacation camps, including two preschool camps. Community School programs are involved in multiple collaborations with the Schools, other DHSP programs, local universities and many community organizations. The programs have enhanced their focus on science education through a Girls' Science February Vacation Camp in partnership with Science Club for Girls, collaboration with Mad Science of Greater Boston, and a focus on ocean and marine science with the New England Aquarium. Several sites are working with City Sprouts to incorporate nature and environmental science as they engage students in gardening, composting and growing organic vegetables. Arts education remains a focus through visual and performing arts classes and through partnerships with the Boston Museum of Fine Arts and the Cambridge Performance Project. Children's work is celebrated at the annual Children's Art Gallery and performance at City Hall. Community Schools are also working together to enhance homework centers in partnership with the Schools through staff training by CPS teachers in reinforcing strong literacy and math skills. Tuition assistance is provided in all aspects of the programs. During FY13, \$114,000 was awarded in scholarships to 261 children. Additional families received financial support through childcare vouchers.</p> <p>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. Seniors participated in cultural events and traditional activities such as an annual Valentine's luncheon and a Senior Prom. Trips to the Boston Symphony, local museums, the theater and an intergenerational luncheon with CRLS students enrich the lives of senior residents.</p> <p>Working together, Community School Directors and Managers focus on best practices and professional development with an emphasis on inclusion, quality and developmentally appropriate curriculum design, effective lesson planning and presentation, and child development and safety. Several programs are also participating in the Agenda for Children Quality Initiative to identify program strengths and implement improvement goals. The Directors participate in a monthly forum with other program leaders to discuss educational trends in Out of School Time programs, staff development and evaluation and long range planning.</p>	<p>\$146,080</p> <p>\$2,507,425</p> <p>\$313,485</p> <p>\$2,966,990</p>
---	---	---	---

PURPOSE & OVERVIEW: Community Schools provide a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools,

Consistent with the City Council's goals, Community Schools provide programs that foster community and support neighborhood vitality such as the recent publication by the Longfellow Community School of "*From the Heart of Cambridge.*" Community Schools are also working to support families in their transition to middle school campuses by hosting cluster events for families and students. Summer Arts in the Park, Camp Information Night, social events for families and seniors, and children's performances in the arts also bring together residents of all ages and have themes representing the racial and ethnic diversity of the city.

FUNDING SOURCES/COMMUNITY SCHOOLS:



This figure includes funds anticipated to be received in FY14, but not yet appropriated.

FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Children's classes citywide during the school year	1,891	1,675	1,974	1,980

■ **GOAL 1:** (continued)

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Adult, family and senior classes citywide during the school year	287	225	290	295
3. Summer camps for children	10	9	11	12
4. Children served in summer camps	878	875	942	950
5. School vacation camps	10	10	11	11
6. Youth enrolled in Counselor In Training (CIT) programs	236	200	265	268
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	81	72	60	60
8. Number of programs engaged in in-depth data driven family engagement planning activities	n/a	n/a	n/a	4
9. Number of programs engaged in professional development training and site based follow up support activities	n/a	n/a	n/a	12

■ **GOAL 2:** Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of Arts in the Park events	125	125	164	165
2. Number of community building events	41	46	48	50
3. Number of family events	84	75	95	100

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Recreation**

\$133,660	\$139,155		
\$80,560	\$78,160		
\$99,340	\$89,520		
\$419,355	\$428,180		
\$216,815	\$284,785		
\$40,355	\$45,580		
\$453,965	\$468,315		
\$349,625	\$362,985		
<u>\$1,793,675</u>	<u>\$1,896,680</u>		
		LEADERSHIP	\$142,890
		SUMMER	\$78,765
		GOLD STAR	\$102,375
		WAR MEMORIAL	\$421,845
		SPECIAL NEEDS	\$284,920
		LEAGUES	\$46,555
		DANEHY PARK	\$489,905
		SUPPORT SERVICES	\$373,260
			\$1,940,515

PURPOSE & OVERVIEW:

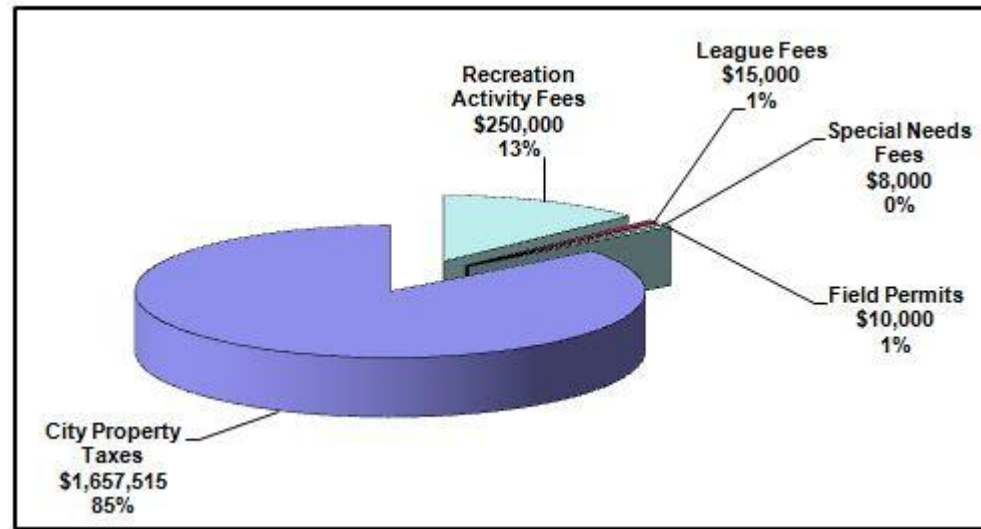
The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for residents of all ages in well-designed and maintained recreational facilities. The Division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks for athletic uses;

and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55-acre former landfill, the main site of youth and adult athletic leagues and citywide special events. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. Staff is engaged in the Fresh Pond Master Plan Advisory Committee, the Open Space Committee, the Cambridge Youth Sports Commission and the Food and Fitness Policy Council.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls' Softball, Little Baseball League, Babe Ruth Baseball, Youth Basketball, Youth Hockey, Shoot Straight Basketball and Pop Warner Football, and staffs the Youth Sports Commission to enhance coordination and access to sports for all youth. This year, the Commission provided coaches' workshops for youth league coaches and other youth staff. The Recreation Division manages the City of Cambridge Road Race, CityRun and CityWalk, which annually attracts 1,200 participants and approximately \$25,000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine. The Division also provides athletic opportunities to many summer camps through coordination of the neighborhood based Youth Games held in different areas of the city each summer.

The Division coordinates multi-faceted recreational and fitness programs and activities at the Cambridge War Memorial Recreation Center. The Division also runs the Gold Star Mothers' Pool and summer children's activities at neighborhood parks and playgrounds, including family evening "Screen on the Green" events in the parks, with family-themed movies on a 17 by 25 foot inflatable screen. Other programs include clinics in baseball, golf, football, soccer and tennis, adult leagues in softball and basketball, and an extensive summer program for children with special needs. The Division also coordinates a free winter learn to skate program for Cambridge elementary school children, every Thursday for 16 weeks, at the Simoni Skating Rink. The Recreation Division collaborates with the Youth Programs 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 FY14, but not yet appropriated.

FY14 GOALS:

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of youth recreation classes	46	46	52	50
2. Number of adult recreation classes	26	26	26	26
3. Number of youth swimming classes	77	77	77	77
4. Number of adult swimming classes	45	45	42	42
5. Number of elementary school students participating in Learn to Skate program	400	480	400	420

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of children age five and up in summer camps	27	28	27	28
2. Number of children and adults in unified integrated Saturday programs	65	65	70	70
3. Number of participants in Special Olympics	65	65	70	70
4. Number of teens and adults in evening programs	27	25	25	25
5. Number of children and adults participating in Saturday recreational special needs program who participate in dance or theater event	n/a	n/a	33	45

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and support and training for coaches.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	10	10	10	10
2. Number of youth league board members, coaches, human services staff and CRLS coaches and athletes attending trainings sponsored by Recreation staff	165	200	235	200
3. Number of elementary, middle and high school youth participating in summer youth basketball leagues in the parks	220	220	244	244

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
4. Number of youth participating in elementary school basketball clinics and middle school travel basketball programs	141	140	141	141

■ *GOAL 4: In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of family/community movie events	21	30	25	30

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Elderly Services & COA**

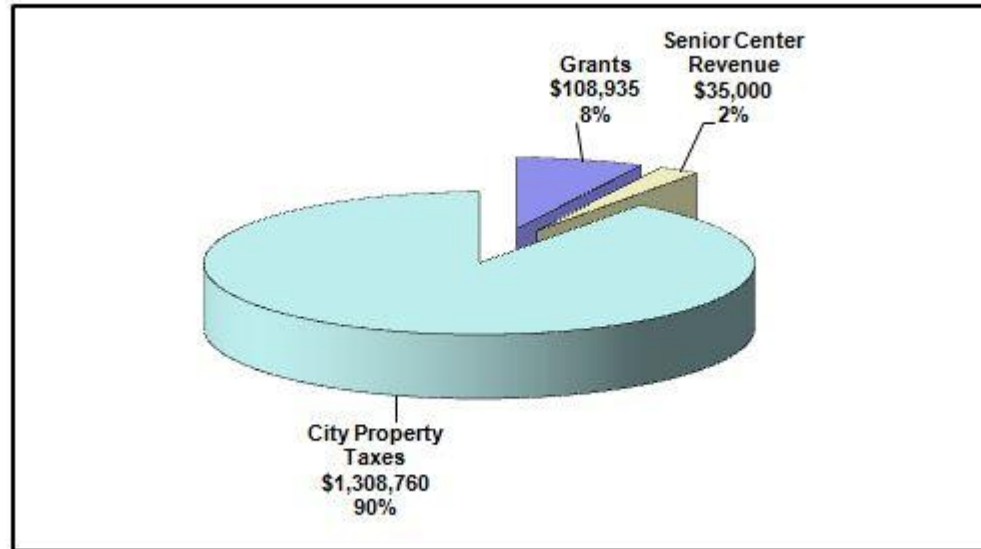
\$116,810	\$108,640		\$106,135
\$397,625	\$401,680		\$436,710
\$122,460	\$123,235		\$125,945
\$248,350	\$242,905		\$267,125
\$32,885	\$42,810		\$43,910
<u>\$349,375</u>	<u>\$341,300</u>		<u>\$363,935</u>
\$1,267,505	\$1,260,570		\$1,343,760
		LEADERSHIP	
		SUPPORT SERVICES	
		N. CAMBRIDGE SENIOR CENTER	
		SENIOR CENTER MEALS	
		SENIOR CENTER ACTIVITIES	
		CITYWIDE SENIOR CENTER	

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 FY14, but not yet appropriated.

FY14 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	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of information and referral services provided	3,798	3,875	3,800	3,800
2. Number of clients provided case management services	121	135	110	115
3. Number of seniors receiving home-based services	119	115	115	120

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
4. Number of seniors receiving assistance on health benefits, Medicare and MassHealth from Social Services staff	433	290	330	340

■ *GOAL 2: Continue to operate Social Meals program and expand Food Pantry outreach to assure Seniors adequate nutrition and a year-round breakfast and lunch program.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	915	870	1,025	1,030
2. Number of Food Pantry visits by financially eligible seniors	10,034	10,200	11,000	11,100
3. Number of meals served at 806 and 2050 Mass. Avenue sites	25,240	25,500	25,250	25,500
4. Number of seniors receiving home delivered food pantry services	60	60	60	60

■ *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of seniors linked to transportation services to the Center	329	330	345	340
2. Number of seniors served by subsidized weekly food shopping trips	207	215	224	215
3. Number of seniors served by subsidized medical transportation	342	335	335	330
4. Number of seniors using taxi coupons	600	500	520	530

- **GOAL 4:** *Enhance program offerings to seniors especially in the areas of computer skills, well-being and fitness, as well as interview seniors to assess program satisfaction and improve services.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of different seniors attending computer classes	123	140	120	125
2. Number of hours of health/fitness/wellness classes offered each month	95	94	130	135
3. Number of special events promoting health/fitness/wellness	34	32	30	32
4. Number of seniors interviewed in user satisfaction survey	85	100	110	110

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Childcare & Family Support Services**

\$141,035	\$157,225	LEADERSHIP	\$154,510
\$766,355	\$766,300	AFTERSCHOOL	\$696,315
\$1,846,160	\$1,942,905	PRE-SCHOOL	\$1,972,485
\$582,910	\$608,800	SUPPORT SERVICES	\$635,150
<u>\$104,590</u>	<u>\$132,860</u>	CENTER FOR FAMILIES	<u>\$130,955</u>
\$3,441,050	\$3,608,090		\$3,589,415

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 275 children

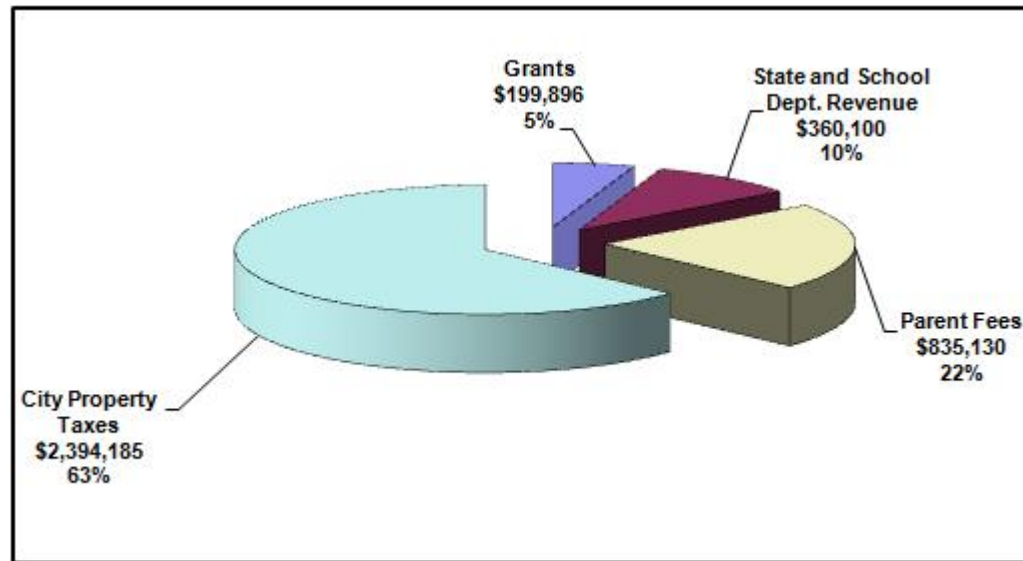
in licensed programs and more than 700 families in family support services.

Preschool Programs: Preschool Programs are strategically located in elementary schools throughout the city: Kennedy-Longfellow (East Cambridge), M. L. King Jr. (at 359 Broadway), King Open, Peabody and Morse. Programs in these schools offer families full-day (10 hours), year-long programs that are open, on a reduced schedule, even on snow days. The Preschool Program located at the Haggerty School offers families a half-day, ten-month program. Most of the Preschool programs have already been successfully re-accredited under the new and more stringent standards of the National Association for the Education of Young Children, the nation's leading organization of early childhood professionals, and have also achieved Level 2 on the Department of Early Education and Care's Quality Rating Improvement System. Preschools offer developmentally appropriate practices focused on seven domains: personal and social development, language and literacy skills, mathematical thinking, scientific thinking, social studies, the arts and physical development. Children are currently assessed in these areas three times a year using the Work Sampling Assessment system. Information and samples of work are shared with parents at parent-teacher conferences. The results of the work sampling assessment are used by teachers in developing curriculum for the classrooms. Teachers also develop long-term projects in each classroom based on children's interests and experiences.

Afterschool Programs: Afterschool Programs are also strategically located in elementary schools throughout the City at Fletcher-Maynard, M. L. King, Jr. (at 359 Broadway), 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 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 and Children's Trust Fund Family Center) as well as by the Department. The Center for Families is a major partner in the City's Baby U parenting program.

FUNDING SOURCES/CHILDCARE:



This figure includes funds anticipated to be received in FY14, but not yet appropriated.

FY14 GOALS:

- *GOAL 1: Continue to offer high quality licensed and accredited preschool education to a diverse population.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of preschool slots	117	117	117	117
2. Percentage of teachers remaining for more than two years	73%	75%	69%	73%
3. Number of classrooms achieving and maintaining accreditation under new rigorous NAEYC standards	5	5	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	40%	41%	40%	40%
6. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment	10	11	12	9

- *GOAL 2: Provide preschool parents and staff with training and support in order to assist them in raising children who thrive and succeed.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of parents participating in classrooms to lead activities, support children or celebrate their cultural heritage	20	90	90	100

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Number of classrooms providing training and resources to parents and teachers on home/school reading partnerships to promote children's early literacy development	6	7	7	7
3. Number of children referred for special education screening	3	10	8	7
4. Number of classrooms engaged with behavior support specialists to foster an environment that supports all children's healthy development	6	7	7	7
5. Number of classrooms with a parent advisory council that develops mutual program goals and promotes program improvements and parent leadership opportunities	6	7	7	7

■ *GOAL 3: Continue to offer high quality licensed afterschool programming to a diverse population.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of afterschool slots	170	170	155	155
2. Percentage of teachers remaining for more than two years	71%	71%	74%	65%
3. Percentage of children receiving some subsidy or scholarship	65%	63%	57%	58%
4. Number of classrooms engaged in sustained thematic project based learning linked to CPS learning strands	3	7	7	7
5. Number of programs engaged in in-depth data driven family engagement planning activities	n/a	n/a	n/a	3

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
6. Number of programs engaged in professional development training and site based follow up support activities	n/a	n/a	n/a	7

■ *GOAL 4: Continue to support connections between school-day and afterschool staff so that children are better known and supported by both groups of teachers.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement	25	21	23	23
2. Number of children for whom a connection is made between school-day and afterschool teaching staff	90	92	92	95

■ *GOAL 5: Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of parents participating in parent education workshops	130	126	135	135
2. Number of opportunities each quarter for parents and their children to participate in early learning activities across the city	72	70	94	94
3. Number of opportunities across the year for parents to participate in support groups and events that connect parents and combat parental isolation	105	113	120	120

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
4. Number of fathers participating in workshops, learning activities, support groups and events	106	100	130	130
5. Number of families participating in Center for Families programming	596	775	650	675

■ *GOAL 6: Enhance families' ability to access programming, especially for those families most in need of support.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of times on-site childcare is provided for parent groups and classes	137	100	100	94
2. Number of languages in which services are available	6	7	8	8
3. Number of hours of outreach programming held in housing complexes or other community locations	149	110	110	120

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Golf Course**

\$256,940
\$349,675
\$606,615

\$289,415
\$341,965
\$631,380

OPERATIONS
MAINTENANCE

\$299,910
\$362,425
\$662,335

PURPOSE & OVERVIEW: The Thomas P. O'Neill, Jr. Fresh Pond Municipal Golf Course is in operation from early April to early December and is fully supported by

daily fees, membership dues and league fees. The membership program at the Golf Course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. In addition, the Golf Course management staff has instituted a very successful free, weekly junior golf lesson program. The Golf Course hosts youth in the summer from Cambridge summer camps, giving more young people the opportunity to develop new skills and have fun. The Golf Course has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. The Golf Course has implemented the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which has resulted in significant drainage improvements and establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY14 GOALS:

- **GOAL 1:** *Continue to provide reasonable and affordable access to the Golf Course through different membership and non-membership options.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Total number of rounds annually	40,541	41,000	40,479	40,500

- **GOAL 2:** *Continue to provide access for youth at the Golf Course.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of youth members	27	40	36	40
2. Number of youth participating in free weekly clinics	35	48	45	48

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Community Learning Center**

\$119,305	\$125,065
<u>\$852,835</u>	<u>\$822,760</u>
\$972,140	\$947,825

**LEADERSHIP
OPERATIONS**

\$128,095
\$741,420
\$869,515

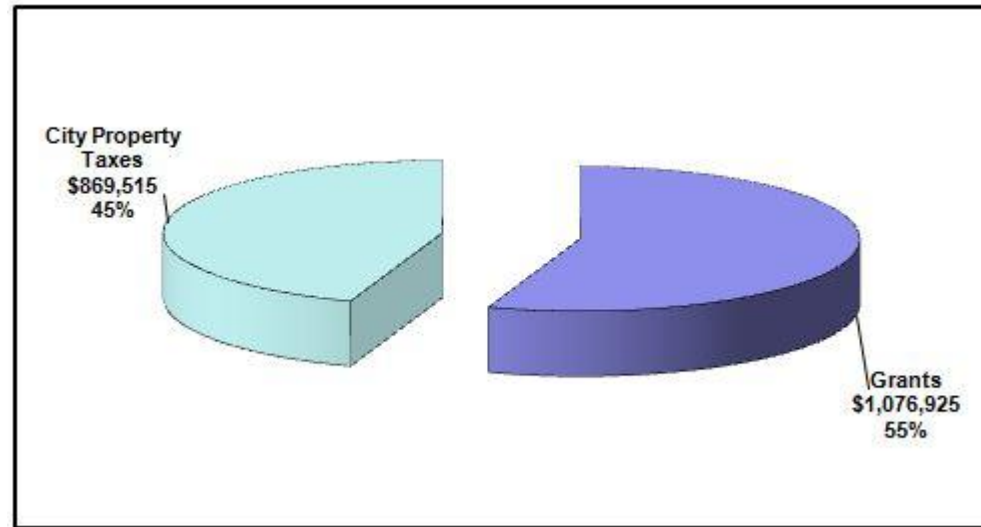
PURPOSE & OVERVIEW: The Community Learning Center (CLC) provides adult basic education classes to approximately 1,000 adults each year. In addition to the main site at 5 Western Avenue, classes are offered at several locations around the city including public housing developments, public schools and worksites. The services of the CLC support the City Council goals of strengthening and supporting public education, valuing diversity and fostering community. CLC students come from 70 different countries, with over 40 native languages represented. The core educational program includes seven levels of English for Speakers of Other Languages (ESOL) classes and four levels of reading, writing and math classes, which ultimately prepare students to pass the GED. The CLC also provides citizenship preparation and family literacy classes. In addition, students can learn basic computer operations and benefit from computer-assisted instruction in literacy, mathematics and language skills.

CLC students receive educational and career counseling to help place them in an appropriate class, overcome barriers to attendance, and plan for their next steps after they complete the program. Individual tutoring with trained volunteers is available as needed. The CLC is a partner in the Community Engagement Team, which provides outreach to and education of English language learners and minority communities so that parents and their children are engaged in learning opportunities that support school readiness.

Approximately 45% of the costs of the CLC have been supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to provide the following additional services: outreach and classes for special populations, including computer and literacy classes for the homeless and onsite computer classes for public housing residents; distance learning for ESOL students; the integration of health literacy, employability skills, civic education and technology into the curriculum; the Bridge to College Program, which prepares students with the skills and knowledge to successfully transition to post-secondary education; onsite workplace education classes for employees of Cambridge businesses; and leadership training in the areas of health, children's literacy and community outreach.

The Community Learning Center is committed to program improvement and professional development. Every three years, the CLC develops a long-range plan; every year, each staff person writes a professional development plan. Two days of the year are dedicated to workshops and other staff development activities on site; teachers facilitate study circles or sharing days on teaching techniques; and the staff newsletter provides information weekly on other learning opportunities in the area. The CLC moved into its new home at 5 Western Avenue, the former Police Station in Central Square in April. The expanded and upgraded space provided a long-awaited and wonderful learning environment for students and staff.

FUNDING SOURCES/COMMUNITY LEARNING CENTER



This figure includes funds anticipated to be received in FY14, but not yet appropriated.

FY14 GOALS:

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages (ESOL) classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. School year classes	80	64	78	67
2. School year instructional hours	10,154	9,473	10,485	9,600
3. School year student slots	717	655	720	643
4. Summer classes	26	26	26	26
5. Family literacy classes	2	1	1	1
6. Citizenship classes	1	1	1	1
7. Students served	1,008	1,000	1,070	1,000
8. Computer operations classes	20	12	12	3
9. Classes using computer lab regularly	31	25	26	27
10. Cost per student	\$2,384	\$2,350	\$2,300	\$2,375

- *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of in-house staff development sessions	41	29	25	30
2. Number of class curricula written or revised	6	3	9	4
3. Number of evaluation instruments administered and used to enhance program design	13	12	11	12

- *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by hosting in-house student workshops and through continued follow-up calls to former students.*

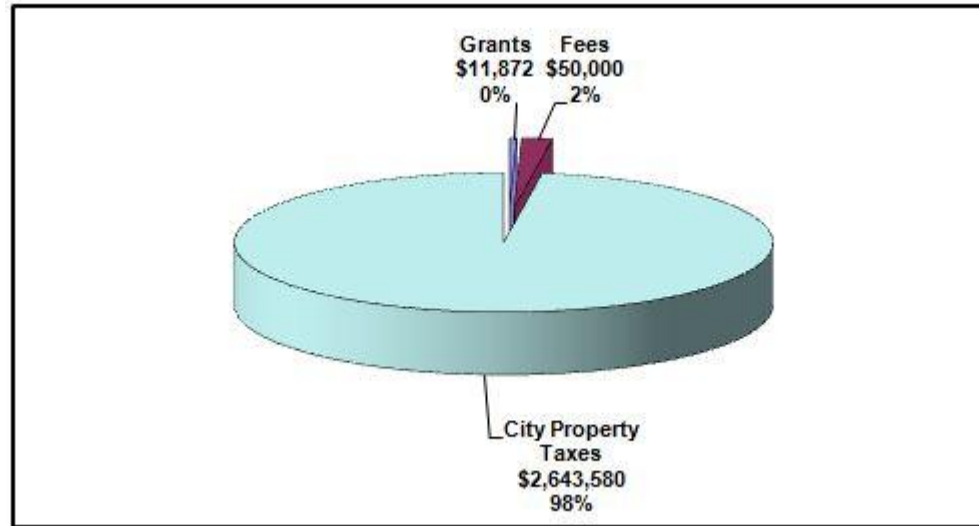
PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of high school graduates	12	15	15	12
2. Number of advanced ESOL graduates	29	24	31	25
3. Number of new citizens	23	12	12	11
4. Number of students advancing to education and training program	52	50	45	45
5. Number of workshops for students on careers, further education, study skills, health education and support services	72	50	70	65
6. Number of follow-up contacts with former students	164	135	140	140
7. Number of collaborative projects with agencies or groups to improve quality of and access to services	13	11	10	10
8. Number of CLC students presenting workshops	22	24	58	56

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**HUMAN SERVICES
-Youth Programs**

<p><u>\$2,253,000</u> \$2,253,000</p>	<p><u>\$2,463,460</u> \$2,463,460</p>	<p>YOUTH PROGRAMS</p>	<p><u>\$2,693,580</u> \$2,693,580</p>	<p>PURPOSE & OVERVIEW: The Cambridge Youth Programs offer diverse, high quality programs that promote leadership and youth development through enrichment activities, unique experiences, and opportunities to develop relationships with adults and peers. The programs enable Cambridge youth ages 9-19 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 Youth Centers include classroom space, meeting rooms, gymnasiums, kitchens and easy access to parks. The work of the Youth Programs supports the City Council's goals of education, diversity and promoting community.</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 Youth Center is licensed through the Department of Early Education and Care for the after-school program. Programming includes academic support, recreation and enrichment activities, field trips and community service opportunities. Additionally, as part of the afterschool programs, the Division operates specialized Middle School Partnership programs which provide unique experiences for students in the middle grades. All five Youth Centers offer a variety of teen programming.</p> <p>This summer, the Youth Programs will operate five programs for preteens: two Sports Leadership Academies, a Girls Empowerment program, a Middle School-only program and Discovery Camp. The Division will partner with the Recreation Division to offer pre-teen and teen basketball leagues for girls and boys.</p> <p>During FY14, the Division will build on the quality programming in the afterschool programs through ongoing collaborations with the Agenda for Children Initiative as well as partnering with other organizations to deliver high quality programming and staff training. The Youth Programs will continue to focus on strengthening programming offered to middle grades students through partnership with the School Department and will enhance social and recreational programming for middle school youth across the city through a Middle School Network. The Division will also continue its partnership with the Police Department through ongoing collaborations with the Youth and Family Services Unit. Strengthening teen programming that builds on best practices from the youth development field remains a priority for the Division. The Youth Programs will continue to offer several work-based learning programs for teens during the school year and summer, including Leaders in Action, a leadership development program; Neighborhood Service Project, a community-service learning program for younger teens; and City Peace, a violence prevention project. The Youth Programs will continue to provide media education, substance abuse prevention and college readiness activities.</p>
---	---	------------------------------	---	--

FUNDING SOURCES/YOUTH PROGRAMS



This figure includes funds anticipated to be received in FY14, but not yet appropriated.

FY14 GOALS:

- *GOAL 1: Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of pre-teens enrolled in after school programs	338	350	335	350
2. Number of middle school students (grades 6-8) enrolled in after school programs	164	215	205	215
3. Number of middle school students participating in Middle School network social and recreational activities	n/a	300	150	400
4. Number of pre-teens enrolled in summer programs	322	345	340	360

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
5. Number of middle school students (grades 6-8) enrolled in summer programs	168	175	170	180
6. Staff trained in working with children with special needs in inclusive environment	52	47	55	55
7. Number of programs engaged in in-depth data driven family engagement planning activities	n/a	n/a	n/a	3
8. Number of programs engaged in professional development training and site based follow up support activities	n/a	n/a	n/a	9

■ *GOAL 2: Provide quality programming for teens ages 14-19.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Teens involved in summer programming	386	360	356	375
2. Specialized courses offered to teens	52	50	50	55
3. Teens enrolled in school year programming	440	600	550	600
4. Number of intensive work-based programs offered to teens	12	11	12	12

- *GOAL 3: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Programmatic partnerships and collaborations	69	75	70	75
2. Parents and community volunteers participating in program activities	83	90	75	85
3. Community events sponsored by or supported by Youth Programs	46	50	47	50
4. Community or school based committees in which staff participate	29	25	29	30

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

**COMMISSION ON THE STATUS OF
WOMEN**

<p style="text-align: center;"><u>\$220,355</u> \$220,355</p>	<p style="text-align: center;"><u>\$225,820</u> \$225,820</p>
---	---

**COMMISSION ON THE STATUS OF
WOMEN**

\$233,115
\$233,115

promote equality and justice for all women and girls. The CCSW works with other City departments and officials, local organizations and state government to increase opportunities through program development, policy recommendations and public education in key areas significantly affecting women and girls.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Supported *21 Days of Questions, 365 Days of Action*, a campaign to raise awareness about the issue of domestic violence, which collected over 1,000 questions in multiple languages from community members. Co-hosted question gathering events throughout the city to promote the campaign and domestic violence education.
- Helped coordinate *Question Review Panel Workshop* for 80 community leaders to strategize which questions from the *21 Days of Questions, 365 Days of Action* campaign best represent the collected questions
- Helped create and develop *365 Days of Action* strategy and policy for the city to address domestic violence in 2013. Co-chaired the campaign’s Steering Committee along with the Cambridge Public Health Department.
- Sponsored *Women and Words!* a quarterly community discussion group to address issues impacting women’s daily lives. Local authors, academics, activists and leaders are invited to present and facilitate the evening’s program. Topics included *The Last Feminist Frontier - Finances (i.e. your money)*, *Alternatives to Prison for Women in Massachusetts – Why it Matters* and *Healthy Aging in Cambridge: Expanding Housing Options for Women*.
- Promoted and met with community leaders on the *Immigrant Women's Roundtable Report: A comprehensive look at immigrant women and their families living in Cambridge*. Consulted on programming opportunities within the Public Health Department, CCTV and the Community Learning Center, based on the data within the report. Directed the Immigrant Women’s Roundtable.
- Served on advisory committee of the *Gender and Justice Project on Female Offenders* at Wellesley Centers for Women. Founding member of the Women's Criminal Justice Network. Cambridge is consistently one of the top 15 cities in Massachusetts to which women are released after prison. Middlesex County has the highest number of post-release women of all counties.
- Co-sponsored *Promptacular IV*, a popular workshop designed to help CRLS teen girls develop good decision making skills and safe choices as they prepare for prom.

PURPOSE & OVERVIEW: Established in 1977 as a City department, the Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to

- 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 topic was *Women & Hunger: Putting Food on the Table*.
- As part of the Cambridge Women’s Heritage Project, planned the Cambridge-area celebration of International Women’s Day with a panel discussion looking at Cambridge’s history of women working in non-conventional professions and women currently in non-traditional careers.
- Co-sponsored the *Women, Action & the Media* Boston Film Festival at the Brattle Theater in Harvard Square, showcasing and celebrating the latest films by up and coming female filmmakers.
- Hosted a community-wide screening and panel discussion at the Cambridge Public Library of *The Invisible War*, a documentary about the epidemic of rape within the U.S. military.
- Sponsored a viewing of *Girl Power: All Dolled Up*, followed by a facilitated discussion for girls at CRLS. This short film explores how media influences the identity of girls growing up in America.
- As a member of the Community Engagement Team, co-sponsored community forums on topics such as *Outreach and Engagement of Immigrant Seniors* and *Immigrant Rights*.
- Promoted and distributed *You Find Your Strength II, A Guide for Women and Their Families Who are Homeless* in Cambridge and Somerville and updated an online version of the guide. Designed to offer resources and tips for women experiencing homelessness, the guide is a starting point for learning about the services available. It is also available in Arabic, Chinese, French, Haitian Creole, Portuguese and Spanish.
- Co-sponsored an outdoor event in solidarity with the *One Billion Rising Valentine’s Day* global action against violence against women, along with Violence Transformed, Transition House’s Youth Action Corps and Sisters on the Runway at CRLS.
- 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.
- 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.
- Chaired meetings of the Domestic Violence Task Force, comprised of representatives from City departments and local organizations who collaborate to create alliances and share information among members in order to improve and increase domestic violence intervention, prevention and service programs.
- Served on multiple committees. Member of the City of Cambridge Employees’ Committee on Diversity, a committee to promote awareness and acceptance and celebrate the cultural and ethnic diversity of City employees. Member of the Massachusetts Earned Paid Sick Time Coalition, a

bipartisan group that works with legislators to help make Massachusetts a state that requires employers to provide paid sick leave for workers. More than a third (37 percent) of working women in businesses with 15 or more employees are not able to take a paid sick day when they or a family member are ill. Member of the Massachusetts Caucus of Women Legislators, which serves as a liaison between advocates and women legislators and assists in the research and promotion of legislation affecting women.

FY14 GOALS:

- *GOAL 1: In collaboration with City departments and local organizations, engage, promote and lead efforts to respond to domestic violence through innovative, community-based approaches.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of strategy sessions, Steering Committee meetings, and community-based task force meetings chaired and co-chaired	29	n/a	60	20
2. Community events sponsored throughout the city to educate and engage citizens around the topic of domestic violence	5	n/a	8	5
3. Number of high school aged girls recruited for Promtacular	50	50	50	50

- *GOAL 2: Work with School Department, other City departments and community groups to evaluate and provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development and academic achievement.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of partnerships with other City departments and community agencies to deliver relevant programming to young women and girls	10	10	10	12

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
2. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	200	200	226	200

■ *GOAL 3: In order to connect with historically harder to reach populations, coordinate efforts to improve the mechanisms to reach and serve marginalized communities of women in the city.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of Immigrant Women's Roundtable meetings chaired	6	4	4	2
2. Number of meetings held, groups conducted and activities and forums sponsored	12	4	8	8

■ *GOAL 4: Serve as a centralized portal for resources addressing all issues relevant to women.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Develop and facilitate forums addressing a variety of timely topics	11	10	12	12
2. Use website and social media outlets to promote and publicize current events, announcements and relevant articles	n/a	12	16	16
3. Create publications, fliers and poster campaigns to promote mission and goals of Commission	n/a	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$223,155
Real Estate Taxes	\$223,155	
INTERGOVERNMENTAL REVENUE		\$9,960
State Cherry Sheet Revenue	\$9,960	
TOTAL FY14 BUDGETED REVENUE		\$233,115

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$222,555
OTHER ORDINARY MAINTENANCE	\$9,535
TRAVEL & TRAINING	\$1,025
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$233,115

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	2	2	2

ACTUAL FY12	PROJECTED FY13		BUDGET FY14	HUMAN RIGHTS COMMISSION
<u>\$224,735</u> \$224,735	<u>\$199,345</u> \$199,345	<p style="text-align: center;">HUMAN RIGHTS COMMISSION</p> <p>the civil rights of residents and visitors to the city. The Commission is charged with investigating and adjudicating complaints of discrimination in employment, housing, public accommodation and education. Additionally, the Commission advises the administration about civil rights issues facing its residents, educates the public, including students, about their rights and responsibilities under the law, and sponsors programming that values and supports the diversity of Cambridge.</p> <p>FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Collaborated with Cambridge Department of Human Service Program's Community Engagement Team (CET) to survey more than 100 members of eight different immigrant and minority communities in Cambridge to learn about individuals' awareness of their rights when it comes to discrimination and their awareness of the Commission and other City services. The Commission presented the results of this survey at CET's spring 2013 quarterly service providers networking event, and plans to use this information to tailor and better guide the Commission's future community outreach practices. • Collaborated with Mass Transgender Political Coalition and Cambridge homeless shelters to continue to improve availability of services to homeless transgendered persons. • Organized the City's annual Fair Housing Month Celebration. Cambridge students in grades six through eight participated in an annual poster and essay contest. Cambridge Trust, Cambridge Savings Bank, East Cambridge Savings Bank and several local businesses donated money and gift certificates toward the awards and prizes for the winners. • In collaboration with the office of the Attorney General, secured a judgment of nearly \$55,000 against parties accused of engaging in discriminatory housing practices in two cases handled by the Commission. The judgment included a \$10,000 civil penalty payable to the City of Cambridge and nearly \$35,000 in damages awarded to the complainants. • Ongoing collaboration with City departments and City agencies, including the Community Engagement Team, Community Learning Center, Consumers' Council, Commission for Persons with Disabilities, and Veterans' Services, to increase awareness of the Commission's work amongst those working with residents of Cambridge. 	<u>\$249,380</u> <u>\$249,380</u>	<p>PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect</p>

- Ongoing collaboration with external agencies, including the Boston Fair Housing Commission, the Massachusetts Attorney General’s Office, the Massachusetts Commission against Discrimination and the U.S. Department of Housing and Urban Development, to review best practices and share relevant information beneficial to all agencies.
- Continued outreach efforts that included a user-friendly website and brochures available in multiple languages.
- 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 and successfully mediated three cases.
- Updated the Commission’s Rules of Procedure.
- Created an internal electronic database of all housing and public accommodation cases.

FY14 GOALS:

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission (CHRC) through collaborative efforts in education and outreach between CHRC, other City departments and outside agencies.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of general public inquiries	576	650	435	500
2. Number of inquiries referred by CHRC to other agencies	108	100	71	100
3. Number of community trainings given by CHRC staff and or Commissioners	12	12	8	10
4. Joint projects and trainings attended	49	30	40	40

- *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Complaints filed after staff intake meetings	18	20	7	15
2. Number of complaint intakes from other agency referrals	7	7	7	7
3. Complaints under investigation	25	30	21	25

- *GOAL 3: Perform mediation as a means to resolve complaints.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of cases in which parties chose to utilize CHRC mediation services	10	5	5	5

- *GOAL 4: Resolve discrimination cases following investigation.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of causal determinations after investigation (probable cause or lack of probable cause)	12	12	7	10
2. Number of non-causal closures (settlements or administrative closures)	5	10	5	7

- **GOAL 5:** *Maintain relationship with the Federal Department of Housing and Urban Development (HUD). The Commission is paid on a case-by-case basis at a reimbursement rate established each year by HUD. HUD's current formula includes a reimbursement range based on length of investigation and case outcomes.*

PERFORMANCE MEASURES	FY12 ACTUAL	FY13 BUDGET	FY13 PROJECTED	FY14 PROPOSED
1. Number of cases accepted for dual-filing by HUD	13	13	4	8

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$249,380
Real Estate Taxes	\$249,380	
TOTAL FY14 BUDGETED REVENUE		\$249,380

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$245,180
OTHER ORDINARY MAINTENANCE	\$3,000
TRAVEL & TRAINING	\$1,200
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$249,380

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	2	2	2

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

VETERANS' SERVICES/BENEFITS

\$333,885	\$297,420
<u>\$629,255</u>	<u>\$677,000</u>
\$963,140	\$974,420

**ADMINISTRATION
BENEFITS**

\$328,375
\$677,000
\$1,005,375

PURPOSE & OVERVIEW:

Mandated by Massachusetts General Laws, Chapter 115, the Department's mission is to advocate on behalf of Cambridge veterans and their families, provide them with quality support services, and administer a direct 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 benefit costs for this program. The Department assists Global War on Terrorism veterans with applying for state cash bonuses of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others. New state law allows an additional cash bonus for servicemen and women who serve subsequent tours of duty in a war zone. In addition, the Department assists veterans who are 100% disabled, parents or wives of veterans killed-in-action, and surviving spouses of veterans who died as a result of a service-connected injury, in receiving an annual \$2,000 annuity at no cost to the City. The Department also assists veterans and their dependents with applying for federal Veterans Affairs (VA) benefits such as service connected compensations, disability pensions, aid for personal needs, attendance pensions, medical, education, housing, life insurance and death benefits. In addition, we assist in applying for federal social security/disability benefits. In FY13, Cambridge veterans and/or their dependents received \$4.1 million in federal Veterans' Affairs benefits. The Department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their surviving spouses. The Department coordinates public events on Patriots', Veterans' and Memorial days, including the Memorial Day Parade. On Memorial Day, in collaboration with the Cambridge Veterans' Organization (CVO), over 9,200 flags are placed on the graves of veterans interred in Cambridge cemeteries. The Department also participates in the dedication of streets, squares and parks for veterans killed-in-action.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Participated in the roll out of a new web-based portal, developed by the state, that will provide easy access to veterans in exploring the benefits and services provided by the Commonwealth and the VA.
- Continued to implement the new web-based Veterans' Services Management Information System (Web-VSMIS). Web-VSMIS is an interactive database management system developed exclusively to assist cities and towns with benefit submission and reimbursement.
- Continued to enhance the Department's website, ensuring that quality up-to-date information is available to veterans and their families. In collaboration with 22-CityView, we continued to televise veterans' benefits informational public service announcements regarding our financial assistance program, which continues to enhance our outreach capabilities.

- Worked closely with the Assessing Division to reach veterans and surviving spouses who may be eligible for FY13 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.
- Developed ability to scan and store documentation for clients, in the Cambridge Benefits and Reporting System, for easier access to commonly referenced documents.
- Attended Veterans' Day Ceremony at the Norfolk Street housing complex.
- Met with several homeless services providers to ensure veterans were identified and referred to the Veterans' Department for services.
- Continued outreach with Elder Services. Attended meetings with providers to outline Chapter 115 and a process for identifying veterans and dependents for services.
- Identified and assisted in delivering Thanksgiving turkey dinners, which were donated by the State Department of Veterans' Services, to needy veterans and their families.
- Assisted in delivering food for the Christmas holiday, which was donated by the State Department of Veterans' Services, to needy veterans and their families.
- Assisted 36 veterans/dependants in applying for federal VA benefits.

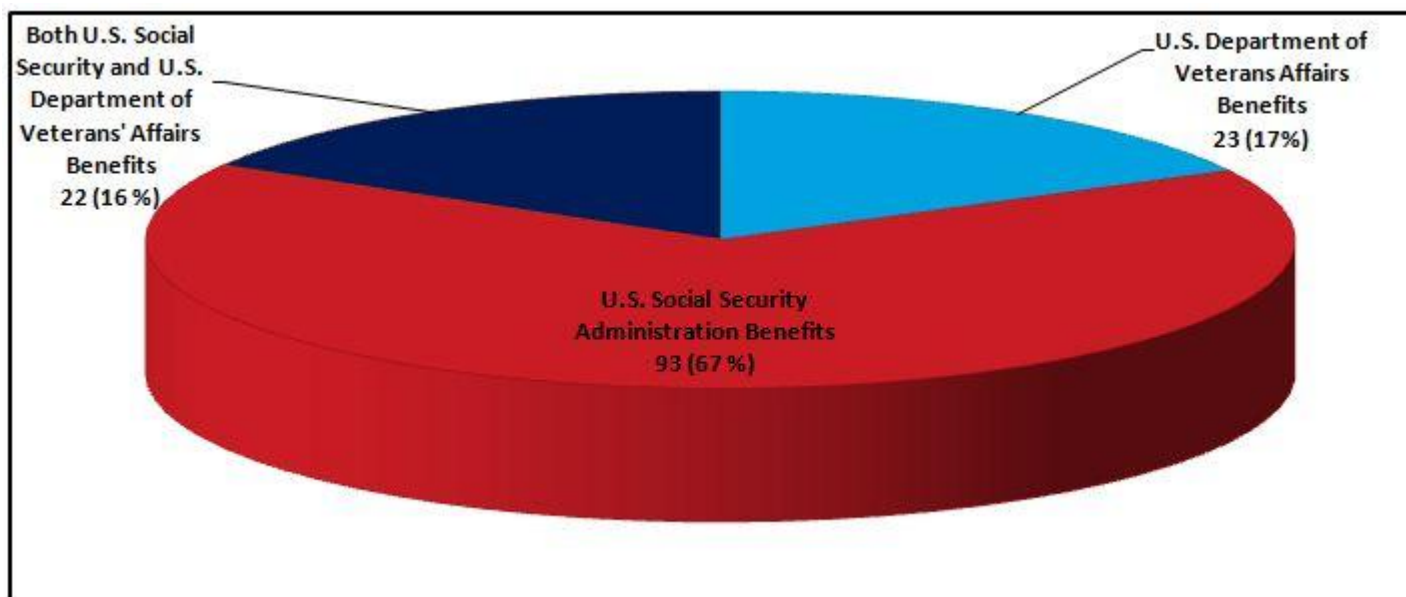
Table 1: FY12 Veterans, Spouses and Dependents Receiving City Subsidies

The Veterans' Services Department has the primary responsibility to assist veterans, their spouses and dependants in applying for federal benefits and also to provide them with a City/State subsidy when eligible.

Veterans, Spouses and Dependents Received City Subsidy	FY08	FY09	FY10	FY11	FY12
Veteran (non homeless)	77	82	96	112	96
Veteran (homeless)	4	9	11	10	6
Spouses and dependants	38	46	54	43	43
Total served	119	137	161	165	145
Total active cases of total served (as of 6/30)	97	117	130	119	116

Figure 1: FY12 Clients Receiving a City Subsidy and Federal Assistance

Between July 1, 2011 and June 30, 2012, we served 138 clients, including 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.



FY14 GOALS:

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*
- *GOAL 2: Increase public awareness of veterans' benefits, services and events by issuing informational announcements on 22-CityView.*
- *GOAL 3: Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*
- *GOAL 4: Produce timely updates to the Veterans' Department website.*

■ *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

■ *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$510,630
Real Estate Taxes	\$510,630	
INTERGOVERNMENTAL REVENUE		\$494,745
Veterans' Reimbursement	\$900	
Cherry Sheet-Veteran Benefits	\$493,845	
TOTAL FY14 BUDGETED REVENUE		\$1,005,375

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$271,975
OTHER ORDINARY MAINTENANCE	\$54,900
TRAVEL & TRAINING	\$678,500
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$1,005,375

FULL TIME BUDGETED EMPLOYEES	FY12	FY13	FY14
	3	2	2

THIS PAGE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
<u>\$140,081,180</u>	<u>\$144,557,510</u>	Education	<u>\$150,989,445</u>
\$140,081,180	\$144,557,510		\$150,989,445

FINANCING PLAN	FY14 BUDGET
Taxes	\$127,497,830
Fines & Forfeits	\$100,000
Intergovernmental Revenue	\$22,804,945
Miscellaneous Revenue	<u>\$586,670</u>
	\$150,989,445

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$140,081,180
\$140,081,180

\$144,557,510
\$144,557,510

EDUCATION

\$150,989,445
\$150,989,445

PURPOSE & OVERVIEW: The School Committee adopted an FY14 School Budget of \$150,989,445, which represents an increase of \$6,001,740, or 4.1% over the FY13 approved budget of \$144,987,705. The budget is within the financial guidelines established by the City Manager. Please see the Cambridge Public Schools (CPS) web page at www.cpsd.us for detailed information on the FY14 Budget. The following is an extract from the adopted budget regarding the guiding principles applied during the development of the budget.

FY13 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

School Year 2012/13 marked the first year of the Innovation Agenda, a district-wide restructuring which created four upper schools for students in grades 6, 7 and 8 and converted 11 of 12 K-8 elementary schools to K-5 schools. It has been a year of immense change for families, students and faculty. Although we are just midway through the first year, there is already evidence of progress toward the goals of the Innovation Agenda. Students in grades 6, 7 and 8 are benefiting from increased academic rigor as a result of curriculum alignment with the Common Core, new units of study, and a consistent curriculum across all schools, and they have new learning and social opportunities in elective classes and afterschool clubs. The growth in the music program has been especially gratifying as larger cohorts of students perform together in band, orchestra and other music ensembles.

Teachers formed grade level teams, working together to plan curriculum, support students' needs and organize events to build community within and across the schools. Access to a consistent school community and to more rigorous curriculum is a big step forward for students in special populations. Elementary students in special education substantially separate classrooms now have an educational home in one school and follow the same path to the upper school as their typical peers in general education classrooms.

FY14 GOALS:

- To support continued progress toward the goals of the Innovation Agenda and the District's overarching goal of academic excellence and social justice for every student.
- To ensure that resources are allocated in ways that strengthen, refine and improve rather than create additional programming. Students and teachers benefit from fewer programs done well rather than many programs done half-well.
- Dedicate resources to improve student achievement, support the Innovation Agenda, evaluate program and curriculum, address family engagement and school climate issues and support special populations including bilingual and special education students.

Student Achievement: Continue to invest in programs aimed at improving student achievement. The Response to Intervention (RTI) program, which is currently in year three of pilots at four elementary schools, will expand to additional elementary schools in the upcoming school year. To support this roll out, funding to implement Symphony Mathematics at all elementary schools is included in this budget. Symphony Math is a technology-based assessment and intervention program that supports the RTI system of assessment, progress monitoring and intervention. The upper school Sheltered English Immersion program will be improved by the addition of a fourth teacher, ensuring that these students receive high quality instruction in the four core content areas. The Kodaly Music program, currently at the Peabody School and Fletcher Maynard Academy, will expand to the Morse School. Research points to improved student achievement in the schools with the Kodaly Music program.

Innovation Agenda: Build on the successes of the new upper school program through continued support of what is working and adjustments to areas that need strengthening. Discussions are ongoing at each upper school about improving the core academic program, enhancing the elective offerings, including science and technology electives, and expanding before-and after-school clubs and activities. The most pressing need identified was for additional student support in math and English language arts (ELA). This budget includes funding to expand the current half-time ELA and math coaches to full time coach-interventionists at each upper school. In addition to continuing their work supporting teachers, these individuals will provide direct service to students.

In September 2013, the District will launch the Scholar College preschool program, which will be part of the Full Circle Wraparound Zone located at the Fletcher Maynard Academy. The preschool will enroll 18 children, 3 years of age and older, in a classroom staffed by a teacher and an aide. Scholar College will use the High Scope Preschool Curriculum, which is based on the dimensions of school readiness identified by the National Education Goals Panel.

Program and Curriculum Evaluation: Strengthen curriculum and instruction in the core subjects. To that end, we are paying special attention to an effort that is currently under way to revise the Massachusetts Curriculum Framework in Science. The new standards in science will embody increased rigor at all grade levels in addition to new expectations for instructional time devoted to science in all schools.

We will articulate the academic goals for a K-8 World Language program. After doing so, we will first make adjustments to the way World Language is offered in grades 6-8, including a plan to allow students to select one World Language beginning in grade 6 so that they can move more effectively and efficiently into deep study of that language. Second, we will commence a curriculum review, involving staff and community members, to articulate the goals of an elementary school program and recommend design options for inclusion in the FY15 budget.

High School Program: Continue to support all the best of what CRLS has to offer our high school students while challenging ourselves to recognize areas where we could be doing better. The high school will complete the second year of the NEASC Accreditation process at the end of this year. The principal and his faculty, along with the district, will use the findings from the self-study process and the site visit this spring by the accreditation

team to enhance and improve the high school program.

Special Populations: Add classrooms and specialized staff to support the planned growth of the Special Education Autism Spectrum Disorder program and an anticipated enrollment increase in the Special Start preschool program.

Add an additional kindergarten classroom to the Sheltered English Immersion (SEI) program to allow the District to maintain single graded classrooms for these students. As part of our effort to strengthen our capacity to meet the needs of English language learner (ELL) students, the District has collaborated with Framingham State University on a state grant which will provide 11 teachers with a full scholarship to pursue a Masters degree in teaching English as a Second Language. The grant also provides the District with the funds to hire an Instructional Coach who will provide support to general education teachers who teach ELL students.

Family Engagement and School Climate: Draft a District family engagement plan which will provide a roadmap for improving our outreach to all families and deepening the quality of our engagement with families. The budget includes funding to the City's Community Engagement Team, a unique City resource that employs community outreach workers who engage effectively with families from other cultures. This effort will enhance our ability to communicate and build relationships with all our families, including immigrant and linguistic minority families.

Operations and Long Range Planning: Construction of a new building to house the Martin Luther King Elementary School and the Putnam Ave. Upper School continues to be the focus of the capital plan associated with the implementation of the Innovation Agenda. Demolition of the old King building is slated for later this spring, while the planned building moves to design stage. The new building is on schedule to be completed by September 2015.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$127,497,830
Real Estate Taxes	\$126,561,830	
Hotel/Motel Excise Tax	\$936,000	
FINES & FORFEITS		\$100,000
Parking Fines	\$100,000	
INTERGOVERNMENTAL REVENUE		\$22,804,945
State Cherry Sheet Revenue	\$12,682,250	
Cherry Sheet-School Aid	\$8,892,160	
Cherry Sheet-Lunch Programs	\$30,535	
Medicaid Reimbursement School	\$1,200,000	
MISCELLANEOUS REVENUE		\$586,670
School Debt Stabilization Fund Transfer	\$586,670	
TOTAL FY14 BUDGETED REVENUE		\$150,989,445

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$122,785,695
OTHER ORDINARY MAINTENANCE	\$26,156,060
TRAVEL & TRAINING	\$1,198,290
EXTRAORDINARY EXPENDITURES	\$849,400
TOTAL FY14 BUDGETED EXPENDITURES	\$150,989,445

THIS PAGE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: INTERGOVERNMENTAL

FY12 ACTUAL	FY13 PROJECTED	PROGRAM EXPENDITURES	FY14 BUDGET
\$21,495,855	\$20,768,235	Mass. Water Resources Authority	\$21,346,815
\$18,650,875	\$21,821,745	Cherry Sheet	\$20,126,950
<u>\$6,000,000</u>	<u>\$6,500,000</u>	Cambridge Health Alliance	<u>\$6,500,000</u>
\$46,146,730	\$49,089,980		\$47,973,765

FINANCING PLAN	FY14 BUDGET
Taxes	\$24,794,460
Charges For Services	\$21,792,095
Intergovernmental Revenue	<u>\$1,387,210</u>
	\$47,973,765

ACTUAL FY12	PROJECTED FY13	BUDGET FY14
----------------	-------------------	----------------

**MASS. WATER RESOURCES
AUTHORITY**

\$21,495,855
\$21,495,855

\$20,768,235
\$20,768,235

**MASS. WATER RESOURCES
AUTHORITY**

\$21,346,815
\$21,346,815

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 FY14, the MWRA estimated charge of \$21,346,815 represents a 2.8% increase from the FY13 assessment of \$20,768,235. The FY14 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 53% of the total Sewer Budget.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		\$21,346,815
Sewer Service Charge	\$21,346,815	
TOTAL FY14 BUDGETED REVENUE		\$21,346,815

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$21,346,815
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$21,346,815

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

\$0	\$2,355
\$43,580	\$44,225
\$33,030	\$33,060
\$8,743,630	\$8,891,750
\$485,160	\$485,160
<u>\$9,345,475</u>	<u>\$12,365,195</u>
\$18,650,875	\$21,821,745

ELDERLY GOVERNMENTAL RETIREES	\$3,220
AIR POLLUTION CONTROL MAPC	\$45,145
MAPC	\$33,885
MBTA	\$8,988,060
C.S. REGISTRY HOLD PROGRAM	\$445,280
EDUCATION	\$10,611,360
	<u>\$20,126,950</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.

ELDERLY GOVERNMENTAL RETIREES. The Elderly Governmental Retirees Plan is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium cost as determined by the state and is carried on the Cherry Sheet.

AIR POLLUTION CONTROL. The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL. Assessments are made to municipalities to finance the Metropolitan Area Planning Council (MAPC), which serves 101 communities. The MAPC promotes urban planning, regional collaboration and responds to common urban problems of member communities.

PUBLIC TRANSPORTATION. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the city. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority and 161 additional communities that are receiving MBTA service. The MBTA is required to assess each community's share of the overall assessment.

All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$157,149,865 in the aggregate. An individual community's assessment is determined based on the following formula: each community's assessment shall equal its weighted share of the total population of

the 175 communities in the MBTA. Chapter 161A of the Acts of 2000, which increased the number of communities in the MBTA from 78 to 175, also determined the share for each community in conjunction with the 2000 U.S. Census.

A portion of the total MBTA assessment supports the Boston District Commission (the “District”), which is responsible for bonds issued by the Transportation Authority prior to the creation of the Metropolitan Transit Authority in 1947. This assessment pays for administrative costs incurred by the District and is charged to the 14 cities and towns of the Boston Metropolitan District in proportion to their share of the District’s total equalized valuation. The MBTA covers the District’s debt service costs.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM. Since February 1985, the Parking Violations Bureau has implemented a provision of Massachusetts General Laws, Chapter 90, which enables the City to request that the state Registry of Motor Vehicles not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets. This provision is imposed after the motorist has failed to pay the parking tickets and had an opportunity for a hearing. This program has resulted in a significant decrease in the number of delinquent payments.

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment (\$10,559,485), 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 assessment contained in this allotment are 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 (\$51,875).

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$18,294,460
Real Estate Taxes	\$18,294,460	
CHARGES FOR SERVICES		\$445,280
Parking Fund Parking Usage	\$445,280	
INTERGOVERNMENTAL REVENUE		\$1,387,210
State Cherry Sheet Revenue	\$5,950	
Cherry Sht-Chrt Sch Tuit Reim	\$1,381,260	
TOTAL FY14 BUDGETED REVENUE		\$20,126,950

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$20,126,950
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$20,126,950

ACTUAL FY12	PROJECTED FY13		BUDGET FY14
----------------	-------------------	--	----------------

CAMBRIDGE HEALTH ALLIANCE

<p><u>\$6,000,000</u> \$6,000,000</p>	<p><u>\$6,500,000</u> \$6,500,000</p>	<p>CAMBRIDGE HEALTH ALLIANCE</p> <p>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. The CHA is a nationally recognized public, academic health care delivery system that provides comprehensive clinical, public health, teaching and research programs in the City of Cambridge. It is comprised of three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites and the Cambridge Public Health Department (CPHD). The CHA is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine. The CHA is also a major Cambridge employer with approximately 1,985 employees working in Cambridge.</p> <p>The CHA excels in providing high quality patient care, while providing access to essential health care services for the residents of Cambridge, including its Medicaid and other low-income populations. The CHA has been recognized as a high-value, high quality and low cost provider in the Blue Cross Blue Shield, Tufts Health Plan and Harvard Pilgrim Health Plan networks.</p> <p>The CHA continues to experience the impact of state budget cutbacks and related downward pressure on government health care revenues. Because the CHA provides concentrated Medicaid and low-income, public-payer patient care services, it relies on its continued partnership with state and federal governments to support this care.</p> <p>For FY14, the CHA anticipates the implementation of the federal Affordable Care Act (ACA) and federal sequestration changes will reduce its current Medicare reimbursement rates for services, and reduce the CHA's safety net component add-on rate for serving high volumes of low income patients. In addition, the CHA has had 2 years of 10% outpatient rate reductions from Medicaid and Medicaid Managed care payers (FY12 and FY13). The CHA is approaching its last year of the 2012-2014 Medicaid Waiver and has begun working with the Commonwealth's Executive Office of Health and Human Services to begin planning for a submission of a Medicaid Waiver renewal for the 2015-2017 fiscal year period.</p> <p>As a result of immediate and anticipated pressures, the Cambridge Health Alliance must make difficult decisions to position itself successfully for the future, and to continue to be a resource for our communities. The Cambridge Health Alliance will be implementing a multi-year, four-fold approach, with the ultimate goal of becoming financially sustainable: 1) partnering with other health systems, 2) aligning costs with the market by becoming more efficient, 3) improving our patients' experience of care and 4) growing programs consistent with our vision of becoming an Accountable Care Organization. The Cambridge Health Alliance is actively working on all of these components and has made progress on many of them, including a recent clinical affiliation with Beth Israel Deaconess Medical Center.</p>	<p><u>\$6,500,000</u> \$6,500,000</p>	<p>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. The CHA is a nationally recognized public, academic health care delivery system that provides comprehensive clinical, public health, teaching and research programs in the City of Cambridge. It is comprised of three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites and the Cambridge Public Health Department (CPHD). The CHA is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine. The CHA is also a major Cambridge employer with approximately 1,985 employees working in Cambridge.</p> <p>The CHA excels in providing high quality patient care, while providing access to essential health care services for the residents of Cambridge, including its Medicaid and other low-income populations. The CHA has been recognized as a high-value, high quality and low cost provider in the Blue Cross Blue Shield, Tufts Health Plan and Harvard Pilgrim Health Plan networks.</p> <p>The CHA continues to experience the impact of state budget cutbacks and related downward pressure on government health care revenues. Because the CHA provides concentrated Medicaid and low-income, public-payer patient care services, it relies on its continued partnership with state and federal governments to support this care.</p> <p>For FY14, the CHA anticipates the implementation of the federal Affordable Care Act (ACA) and federal sequestration changes will reduce its current Medicare reimbursement rates for services, and reduce the CHA's safety net component add-on rate for serving high volumes of low income patients. In addition, the CHA has had 2 years of 10% outpatient rate reductions from Medicaid and Medicaid Managed care payers (FY12 and FY13). The CHA is approaching its last year of the 2012-2014 Medicaid Waiver and has begun working with the Commonwealth's Executive Office of Health and Human Services to begin planning for a submission of a Medicaid Waiver renewal for the 2015-2017 fiscal year period.</p> <p>As a result of immediate and anticipated pressures, the Cambridge Health Alliance must make difficult decisions to position itself successfully for the future, and to continue to be a resource for our communities. The Cambridge Health Alliance will be implementing a multi-year, four-fold approach, with the ultimate goal of becoming financially sustainable: 1) partnering with other health systems, 2) aligning costs with the market by becoming more efficient, 3) improving our patients' experience of care and 4) growing programs consistent with our vision of becoming an Accountable Care Organization. The Cambridge Health Alliance is actively working on all of these components and has made progress on many of them, including a recent clinical affiliation with Beth Israel Deaconess Medical Center.</p>
---	---	---	---	--

With health care payment and delivery reforms on the horizon, the CHA, like other organizations, is continuously engaged in planning for future strategic opportunities. The CHA is participating in promising Delivery System Transformation Initiatives under the Medicaid Waiver. In alignment with the Commonwealth's direction toward delivery system transformation and payment reform, the CHA has the opportunity to earn incentive payments associated with the achievement of milestones in several projects to advance the patient-centered medical home, primary care and mental health integration, diabetes improvement, complex care management, population health and risk stratification.

The CHA, through dedicated clinical and administrative leadership, is actively developing an integrated patient-centered medical home and Accountable Care Organization (ACO) model of care, with a continuing commitment to an underserved population, consistent with Massachusetts payment reform and national health reform. Four of its health centers (including Cambridge Family Health and Cambridge Family Health North) recently received National Committee for Quality Assurance (NCQA) Level 3 accreditation as advanced medical homes. A total of 6, or 50%, of the CHA primary care sites have now achieved the highest level of NCQA medical home recognition. In addition, the CHA recently was designated by the Centers for Medicare and Medicaid Services (CMS) as a Medicare Shared Savings Program (MSSP) participant. The goal of MSSP is to facilitate coordination and cooperation among providers to improve the quality of care for Medicare Fee-For-Service (FFS) beneficiaries and reduce unnecessary costs.

The CHA continues to receive national recognition for its work. Some notable achievements include:

- Cambridge/Cambridge Public Health Department was selected as one of six inaugural winners of the Robert Wood Johnson Foundation (RWJF) Roadmaps to Health Prize. The prize honors outstanding community partnerships across the United States which are helping residents live healthier lives.
- Highlighted in four sessions at the Institute for Healthcare Improvement's (IHI) 14th Annual International Summit on Improving Patient Care in the Office Practice and the Community, for exemplary practices in primary care, population health, public health and integration of behavioral medicine.
- Union Square Family Health Center was selected as one of 10 nationally "exemplary" primary care practices by the Robert Wood Johnson Foundation.

As an integral part of the CHA, the Cambridge Public Health Department is responsible for protecting the health of Cambridge residents, workers and visitors. Department programs include communicable disease prevention and control, school health, emergency preparedness, environmental health, community health and wellness, epidemiology and data services, and regulatory enforcement. The Department plays a major role in several City initiatives, including the Agenda for Children, the Men's Health League and Domestic Violence Free Zone.

In 2012, the Department promoted disease and injury prevention through direct services and trainings, policy development and targeted campaigns. Highlights included responding to multiple Cambridge cases of West Nile virus, the Department's annual flu clinics, developing policy and promotional materials around workplace

domestic violence, and assisting in the implementation of a mandatory sports-related concussion clinic at the Teen Health Center, pursuing stricter rules on smoking in public outdoor spaces and completing a four-year "social marketing" campaign focused on youth access to alcohol and awareness about teen dating violence.

Addressing obesity remained a significant focus in 2012, consistent with statewide and national efforts. In addition to facilitating the Food and Fitness Policy Council, the Department led multiple initiatives aimed at increasing access to healthy foods and fitness opportunities in Cambridge.

Staff continued to work on large-scale regional emergency preparedness exercises and statewide plans for mass fatality management, helped develop policy and trainings for responding to an armed intruder on hospital property and collaborated with federal and state agencies on the nation's first subway tests of the Department of Homeland Security's biosensor system and medical surge. The Department also published data reports on communicable diseases among Cambridge residents and a profile of adult health behaviors.

Table 1: FY13 Budget Activity

The table below provides a snapshot of the Cambridge Public Health Department FY13 budget. The FY14 budget is currently under development.

CAMBRIDGE PUBLIC HEALTH DEPARTMENT			
DESCRIPTION - DEPARTMENTAL EXPENSES	FY13 non grant budget	FY13 grant budget	Total FY13 Budget
Staffing / Personnel	\$4,789,375	\$574,652	\$5,364,027
Retiree Health Costs (GASB)	\$69,800		\$69,800
Supplies	\$126,197	\$126,669	\$252,866
Services	\$458,426	\$417,205	\$875,631
Travel / Training	<u>\$20,775</u>	<u>\$23,760</u>	<u>\$44,535</u>
Total Departmental Expense (1a)	\$5,464,573	\$1,142,286	\$6,606,859
CHA PUBLIC & COMMUNITY HEALTH SERVICES			
Cambridge Teen Health Center	\$297,729		\$297,729
Healthcare for the Homeless	\$380,221	\$142,867	\$523,088
Institute for Community Health	\$82,867		\$82,867
Physician Consultation (2)	\$60,000		\$60,000
119 Windsor Street - 13,042 Sq.Ft. - Maintenance & Utilities Only	\$35,348		\$35,348
Administrative Services (IT, Human Resources, Finance & Admin) (3)	\$723,725	\$147,150	\$870,875
	\$1,579,890	\$290,017	\$1,869,907
TOTAL CHA PH EXPENSES (Non-Grant)	\$7,044,463	\$1,432,303	
TOTAL CHA COMM/PH EXPENSES (4)			\$8,476,766
Notes:			
(1a) Does not include Depreciation Expense.			
(2) Provided for pediatric, adult medicine and occupational health consultations.			
(3) Calculated at 11.4% of operational costs for CHA public and community health services plus health department.			
(4) Includes CPHD total grant activity expense.			

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$6,500,000
Real Estate Taxes	\$6,500,000	
TOTAL FY14 BUDGETED REVENUE		\$6,500,000

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$6,500,000
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY14 BUDGETED EXPENDITURES	\$6,500,000

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

PUBLIC INVESTMENT – FINANCING PLAN

GENERAL GOVERNMENT	\$125,000
PUBLIC SAFETY	\$60,000
COMMUNITY MAINT. & DEV.	\$91,888,930
HUMAN RESOURCE DEV.	\$192,000
EDUCATION	<u>\$450,000</u>
	\$92,715,930

STATUS OF PRIOR YEAR FUNDING: The City recognizes the need to keep pace with the growth of the community and the necessity of maintaining a strong infrastructure. The total FY13 allocation of \$38,719,735 consisted of a concentration in sewer separation and stormwater management (\$17,037,645); the reconstruction of Main Street in Kendall Square (\$5,000,000); street and sidewalk reconstruction (\$4,214,730); water distribution and plant improvements (\$3,400,000); replacing the slate roof at City Hall (\$2,000,000); installing new synthetic fields at two soccer fields at Danehy Park (\$1,540,000); replacing a fire ladder truck and pumper (\$1,245,000);

traffic signal maintenance and garage repairs (\$500,000); energy efficiencies in buildings (\$425,000); and other building maintenance.

FY13 SUPPLEMENTAL APPROPRIATIONS. In addition to the \$38,719,735 included in the original FY13 Capital Budget, as of 3/31/13, a total of \$84,827,751 in supplemental appropriations were made, which increased the total FY13 Capital Budget to \$123,547,486. The largest single appropriation was a loan order for \$81,500,000 to fund the reconstruction of the M.L. King School. In FY12, \$3,000,000 was funded for the school’s feasibility study and architectural design services. \$33,000,000 was included in the February 19, 2013 Bond Sale for school construction. The school is anticipated to reopen in September 2015.

Other major funding sources included additional appropriations from Free Cash of (\$2,000,000) for the first phase of LED street light replacement; various IT initiatives including a strategy for the development of a formal IT strategic plan (\$600,000); replacement of heat pumps at the City Hall Annex Building (\$100,000); and the purchase of three photocopiers (\$50,000).

Additional grants received include: a Federal Congestion Mitigation and Air Quality Improvement Grant passed through the Massachusetts’s Department of Transportation along with university and corporate donations for the Hubway Bikeshare program (\$369,310); a Massachusetts Department of Energy Resources’ Green Communities Grant to improve energy efficiency at the Peabody School, Gately Youth Center and the O’Neill Library (\$183,441); and the Cambridge Plant and Garden Club provided (\$25,000) for plantings at Black’s Nook

CAPITAL BUDGET INCREASES SUBSTANTIALLY IN FY14. The FY14 Capital Budget has increased by \$53,996,195, or 139%, from its FY13 level of \$38,719,735 to \$92,715,930. This is attributable to the following bonded projects: the continuation of sewer and stormwater projects at Alewife, Agassiz and Harvard Square (\$54,658,000); Cambridge Common improvements (\$2,150,000); and Kendall Square surface improvements (\$500,000).

ANTICIPATED FUTURE SUPPLEMENTAL APPROPRIATIONS. A Free Cash appropriation of approximately \$2,000,000 for the second phase for LED street light replacement will be made in the beginning of FY14, with the final \$2,000,000 estimated cost appropriated in FY15. Based on the work of the E-Gov Executive Committee and Project Management Working Group, a supplemental appropriation is expected to be made in the beginning of FY14 to support an ITD strategic plan focusing on technology innovations. The Capital Investment Committee chaired by the Deputy City Manager is looking into ways to improve the City's audio visual capabilities for public meetings and presentations in a variety of municipal venues which will also require a supplemental appropriation.

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. Department heads and project managers also worked closely with the Finance Department in the process of developing detailed cash flow forecasts and project schedules for capital projects that will be bonded. This process proved useful and will continue throughout the fiscal year as needs arise that were not anticipated during the budget process. 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, Police, Human Services and Public Works Departments, Chief Financial Officer of the School Department and other City staff meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool.

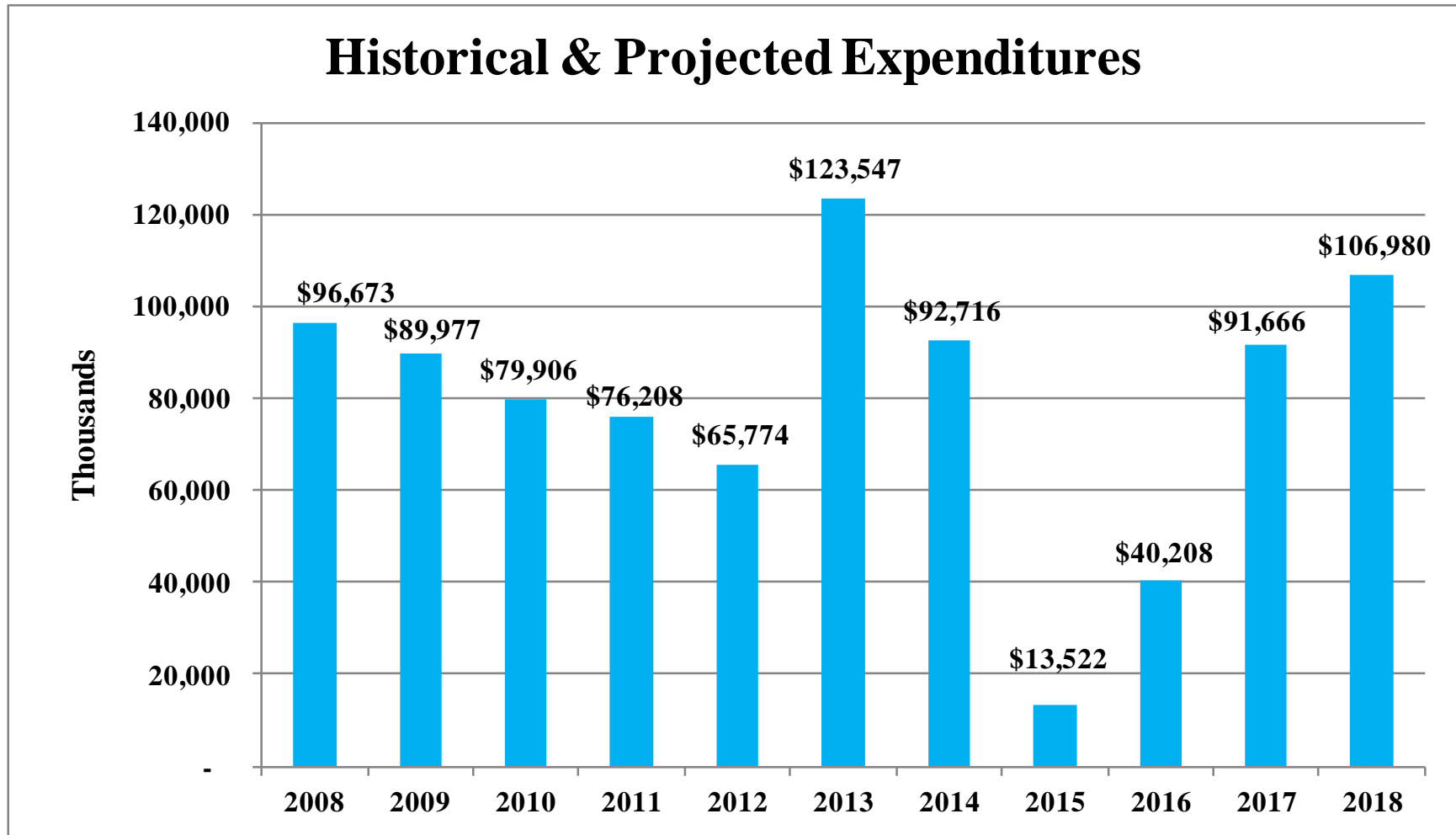
The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital plan, to formulate its budget guidelines for departments. The City's FY14 projections, which are presented to the credit rating agencies in January, prior to bond sales, reflected a \$1.25 million target in the Pay-As-You-Go capital budget (funded from property taxes), which is a \$25,000 increase from FY13. In March, the Capital Investment Committee submitted a FY14 Pay-As-You-Go capital budget of \$1.4 million to the City Manager for approval.

For the FY14 Capital Budget process, departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved/funded amount received in FY13. All requests that exceeded the FY13 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY13 could submit a FY14 request but it was required to be submitted as a supplemental request. This process required departments to focus their priorities and produced a sustainable plan for future years that will provide significant benefits to the citizens of Cambridge.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the capital budget process included \$92,715,930 for FY14 and \$252,375,645 for FY15-18. Appropriations are made only for FY14, 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. Of the \$252 million in the FY15-18 projection, \$96 million will fund the design and construction of the Cambridge Street School, the second school to be reconstructed in accordance with the Innovation Agenda.

IMPACT ON OPERATING BUDGET. 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 support.

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Fiscal years 2008 through 2012, reflect actual expenditures. Fiscal year 2013 shows an estimated actual amount. Fiscal year 2014 is the amount budgeted from all funding sources. Fiscal years 2015 through 2018 are projected amounts as per the Five-Year Public Investment Plan.

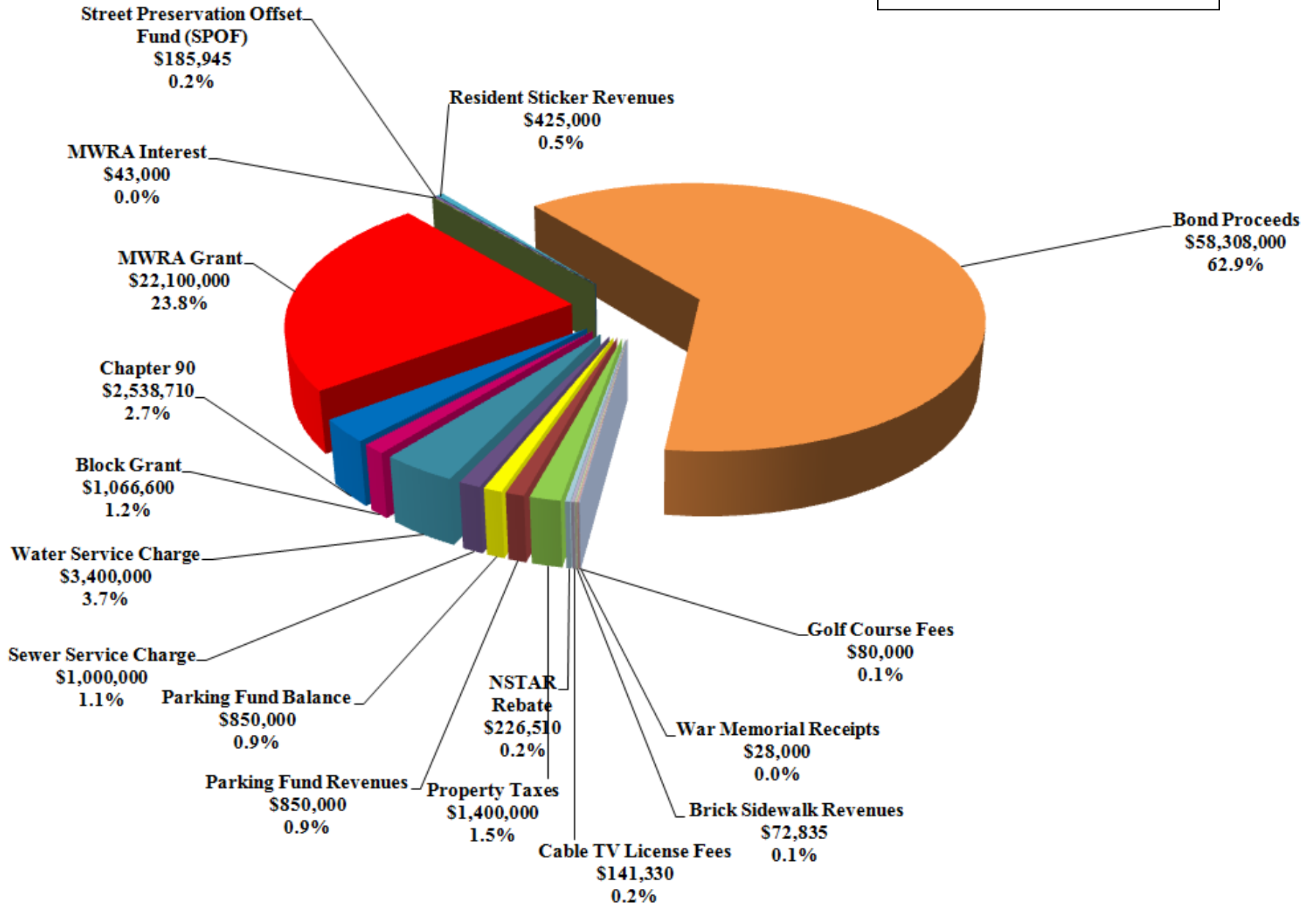


SUMMARY 2014-2018 FINANCING PLAN

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>TOTAL</u>
Property Taxes	\$1,400,000	\$1,568,000	\$1,580,000	\$1,190,000	\$1,190,000	\$6,928,000
Parking Fund Revenues	850,000	850,000	850,000	850,000	800,000	4,200,000
Parking Fund Balance	850,000	-	-	-	-	850,000
Sewer Service Charge	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Water Service Charge	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Block Grant	1,066,600	1,048,850	1,048,850	1,048,850	1,048,850	5,262,000
Chapter 90	2,538,710	2,000,000	2,000,000	2,000,000	2,000,000	10,538,710
Street Preservation Offset Fund (SPOF)	185,945	-	-	-	-	185,945
Sidewalk Revenues	72,835	-	-	-	-	72,835
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
MWRA Grant Interest	43,000	-	-	-	-	43,000
MWRA Grant	22,100,000	-	-	-	-	22,100,000
CRLS NSTAR Rebate	226,510	-	-	-	-	226,510
Bond Proceeds	58,308,000	2,380,670	28,555,250	80,402,335	95,766,670	265,412,925
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Golf Course Fees	80,000	80,000	80,000	80,000	80,000	400,000
Cable TV License Fees	141,330	141,330	141,330	141,330	141,330	706,650
GRAND TOTAL	\$92,715,930	\$13,521,850	\$40,208,430	\$91,665,515	\$106,979,850	\$345,091,575

FY14 PUBLIC INVESTMENT FINANCING PLAN BY REVENUE SOURCE

Total: \$92,715,930



DETAIL 2014-2018 FINANCING PLAN

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Property Taxes	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
PUBLIC SAFETY						
Property Taxes	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
COMMUNITY MAINT. & DEV.						
Property Taxes	\$681,000	\$1,265,000	\$1,305,000	\$955,000	\$955,000	\$5,161,000
Parking Fund Balance	850,000	-	-	-	-	850,000
Parking Fund Revenues	850,000	850,000	850,000	850,000	800,000	4,200,000
Sewer Service Charge	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Water Service Charge	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Block Grant	1,066,600	1,048,850	1,048,850	1,048,850	1,048,850	5,262,000
Chapter 90	2,538,710	2,000,000	2,000,000	2,000,000	2,000,000	10,538,710
Street Preservation Offset Fund	185,945	-	-	-	-	185,945
Sidewalk Revenues	72,835	-	-	-	-	72,835
MWRA Grant	22,100,000	-	-	-	-	22,100,000
MWRA Grant Interest	43,000	-	-	-	-	43,000
CRLS NSTAR rebate	226,510	-	-	-	-	226,510
Resident Parking Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Cable License Fees	141,330	141,330	141,330	141,330	141,330	706,650
Bond Proceeds	<u>58,308,000</u>	<u>2,380,670</u>	<u>21,405,250</u>	<u>40,402,335</u>	<u>45,766,670</u>	<u>168,262,925</u>
	\$91,888,930	\$13,110,850	\$32,675,430	\$51,322,515	\$56,636,850	\$245,634,575
HUMAN RESOURCE DEV.						
Property Taxes	\$84,000	\$118,000	90,000	50,000	\$50,000	\$392,000
Golf Course Fees	80,000	80,000	80,000	80,000	80,000	400,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Bond Proceeds	-	-	1,150,000	-	-	1,150,000
	\$192,000	\$226,000	\$1,348,000	\$158,000	\$158,000	\$2,082,000
EDUCATION						
Property Taxes	\$450,000	-	-	-	-	\$450,000
Bond Proceeds	-	-	<u>6,000,000</u>	<u>40,000,000</u>	<u>50,000,000</u>	<u>96,000,000</u>
	\$450,000	-	\$6,000,000	\$40,000,000	\$50,000,000	\$96,450,000
GRAND TOTAL	\$92,715,930	\$13,521,850	\$40,208,430	\$91,665,515	\$106,979,850	\$345,091,575

FINANCING PLAN: SOURCES OF FUNDING

Property Taxes / Pay As You Go: An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.

FY14 Funding: The FY14 Public Investment Plan includes a \$1,400,000 allocation of Property Taxes, which is an increase of \$175,000 over the FY13 Property Tax allocation. The table below shows the projects which will receive funding from Property Tax revenue for FY14.

DEPT.	PROJECT	FY14 Property Tax Allocation
SCHOOL	Roof replacement/ HVAC upgrade at the Solomon Garage	\$ 450,000
DPW	HVAC and System Controls Renewal Plan for 40 municipal buildings	\$ 250,000
DPW	Sidewalk Reconstruction Program	\$ 100,000
CDD	Facade Improvement Program/Signage and Lighting Program	\$ 100,000
DPW	Parks and Cemetery Tree Pruning	\$ 100,000
ITD	Acquisition of Personal Computers	\$ 90,000
DPW	Healy Public Safety & Russell Youth Center Solar Heat Gain Issue Design	\$ 50,000
DPW	Flooring & Furnishings for Various Municipal Buildings	\$ 50,000
CPD	ADA Accessibility Improvements	\$ 50,000
ITD	Website Upgrades and Other Technology Enhancements	\$ 35,000
ELECTRICAL	Replacement of Streetlight Poles	\$ 35,000
DHSP	Replacement of Exercise and Fitness Equipment at Frisoli and Moore Youth Centers	\$ 34,000
FIRE	Fire Station Renovations	\$ 25,000
ARTS	Public Art Conservation & Maintenance Program	\$ 20,000
DPW	Expansion of Networked Keyless Entry Security System at the Frisoli Youth Center	\$ 11,000
Total		\$ 1,400,000

Parking Fund: Revenue generated from enforcing parking regulations such as street meters, parking lots and parking garages. Also included are the charges for annual resident parking stickers.

FY14 Funding: The FY14 Public Investment Plan includes the following allocations from the Parking Fund **\$2,125,000**: Parking Fund revenues (\$850,000), Parking Fund Balance (\$850,000) and Resident Parking Stickers (\$425,000). This is a decrease of \$150,000 from the FY13 Parking Fund allocation. The table below shows the projects which will receive funding from Parking Fund revenue for FY14.

DEPT.	PROJECT	FY14 Parking Fund Allocation
DPW	Street Reconstruction	\$ 850,000
CDD	Traffic Calming	\$ 300,000
CDD	5 Year Bicycle Parking	\$ 50,000
TPT	Parking Garage Improvements	\$ 435,000
TPT	Traffic Signal Repair Program	\$ 65,000
Total		\$ 1,700,000

Funding from Resident Parking Stickers will be used for energy projects and environmental transportation programs to reduce greenhouse gases and combat climate change.

DEPT.	PROJECT	FY14 Resident Sticker Allocation
DPW	Energy Efficiency Improvements	\$ 145,000
CDD	Hubway Bikeshare	\$ 280,000
Total		\$ 425,000

Sewer Service Charge: Revenues generated by sewer usage. The Sewer rate increased by 4.3% in FY14. Charges cover 100% of operating and capital expenditures.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$1,000,000 from Sewer Service Charges, which is an increase of \$250,000 from the FY13 allocation. The table below shows the projects which will receive funding from Sewer Service Charge revenue for FY14.

DEPT.	PROJECT	FY14 Sewer Service Charge Allocation
DPW	Remedial Construction	\$ 1,000,000

Water Service Charge: Revenues generated by water usage. For the consumption period beginning April 1, 2013 and ending March 31, 2014, the water rate reflects a 0% rate increase. Charges cover 100% of operating and capital expenditures.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$3,400,000 from Water Service Charges, which is the same allocation as FY13. The table below shows the projects which will receive funding from Water Service Charge revenue for FY14.

DEPT.	PROJECT	FY14 Water Service Charge Allocation
Water	Water Works Construction	\$ 1,249,000
Water	Treatment/Process System and Control Upgrades and Plant Equipment and Instrumentation Upgrades/Replacements	\$ 645,000
Water	Consulting Services for Phase II of Distribution Master Plan	\$ 583,000
Water	Implementation of Fresh Pond Master Plan	\$ 250,000
Water	Fresh Pond Reservation Improvements	\$ 225,000
Water	Reservoir Facilities Improvements - Upcountry	\$ 175,000
Water	Meter Replacements	\$ 150,000
Water	Facility Upgrades	\$ 53,000
Water	Hobbs Brook Dam Work	\$ 50,000
Water	Computer Upgrades	\$ 20,000
Total		\$ 3,400,000

Community Development Block Grant (CDBG): The CDBG program provides funding to ensure decent affordable housing exists, services are provided to the most vulnerable in our community and aid in creating jobs through the expansion and retention of businesses.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$1,066,600 from the CDBG program. The decrease of \$176,430 from FY13 is due to anticipated federal sequestration cuts. The table below shows the projects which will receive CDBG funding for FY14.

DEPT.	PROJECT	FY14 CDBG Allocation
DHSP	Employment Program	\$ 337,250
DHSP	Housing Rehab and Development	\$ 657,350
DHSP	Neighborhood Business Development	\$ 72,000
Total		\$ 1,066,600

Chapter 90: The State’s Chapter 90 Program entitles municipalities to reimbursement of documented roadway expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$2,538,710 from Chapter 90, which is a decrease of \$33,020 from FY13. The table below shows the projects which will receive Chapter 90 funding for FY14.

DEPT.	PROJECT	FY14 Chapter 90 Allocation
DPW	Street Reconstruction	\$ 2,538,710

Street Preservation Offset Fund (SPOF): A permit fee is charged to contractors that are opening and completing work in or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal street, sidewalks, public rights of way and public easements.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$185,945 from SPOF, which is a decrease of \$232,055 from FY13. The table below shows the projects which will receive funding from SPOF for FY14.

DEPT.	PROJECT	FY14 SPOF Allocation
DPW	Street and Sidewalk Reconstruction	\$ 185,945

Sidewalk Revenues: Revenue generated from brick sidewalk requests.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$72,835 from Brick Sidewalk Revenues. The table below shows the projects which will receive funding from Brick Sidewalk revenue for FY14. This revenue was not budgeted in FY13.

DEPT.	PROJECT	FY14 Sidewalk Revenue Allocation
DPW	Sidewalk Reconstruction	\$ 72,835

MWRA Grant & Interest: Massachusetts Water Resources Authority’s grant program offers funding for local water distribution system improvements for member water communities.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$22,143,000 for FY14 (\$22,100,000 MWRA Grant and \$43,000 in interest). This is an increase of \$14,043,000 from FY13. The table below shows the projects which will receive MWRA funding in FY14.

DEPT.	PROJECT	FY14 MWRA Allocation
DPW	Alewife Sewer Separation & Stormwater Management Program	\$ 22,143,000

NSTAR Rebate: The City received an energy incentive for using eligible efficiency technologies in the Cambridge Rindge and Latin School renovation. The table below shows the projects which will receive NSTAR Rebate funding in FY14.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$226,510. This is the first time this revenue has been included in the Budget.

DEPT.	PROJECT	FY14 NSTAR Allocation
DPW	Energy Efficiency Improvements	\$ 226,510

Bond Proceeds: On February 19, 2013, the City sold \$65,260,00 in General Obligation Bonds to finance such capital projects as King Elementary School Renovations, Sewer Reconstruction, Old Police Station Renovations, Improvements to the Harvard Square Tunnel, Open Space Improvements, Acquisition of a Fire Ladder Truck and Pumper, Building Improvements, and Street and Sidewalk Improvements in Kendall Square. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 2.04%.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$58,308,000 in Bond Proceeds, which is an increase of \$40,865,330 from FY13. The table below shows the projects which will receive funding from Bond Proceeds in FY14.

Property Tax Supported Debt: \$3,650,000

DEPT.	PROJECT	FY14 Tax Debt Allocation
CDD	Cambridge Common Improvement Project	\$ 2,150,000
DPW	Street Reconstruction	\$ 1,000,000
DPW	Kendall Square Surface Improvements	\$ 500,000
Total		\$ 3,650,000

Sewer Debt: \$54,658,000

DEPT.	PROJECT	FY14 Sewer Debt Allocation
DPW	Alewife Sewer Separation & Stormwater Management Program	\$ 49,608,000
DPW	Capital Repairs Program	\$ 2,200,000
DPW	Harvard Square Sewer & Stormwater Management Program	\$ 1,500,000
DPW	Agassiz Sewer Separation & Stormwater Management Project	\$ 850,000
DPW	Stormwater Management	\$ 500,000
Total		\$ 54,658,000

War Memorial Revenue: Revenue generated from user fees at the War Memorial Recreation Facility.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$28,000 in War Memorial Revenues, which is the same amount as FY13. The table below shows the projects which will receive funding from War Memorial Revenue in FY14.

DEPT.	PROJECT	FY14 War Memorial Revenue Allocation
DHSP	Recreation and pool facility maintenance	\$ 28,000

Golf Course Revenue: Revenue generated from user fees at the Fresh Pond Golf Course.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$80,000 in Golf Revenues in FY14, which is an increase of \$60,000 from FY13. The Golf Course bond fully matured in FY13 and the \$60,000 from Debt is being incorporated into capital. The table below shows the projects which will receive funding from Golf Course Revenue in FY14.

DEPT.	PROJECT	FY14 Golf Course Revenue Allocation
DHSP	Golf course bunker, fence and other course improvements	\$ 80,000

Cable TV License Fees: Comcast has agreed to pay the City \$1,772,000 over a ten year period as negotiated in the cable television license contract. FY14 is the third year of this agreement.

FY14 Funding: The FY14 Public Investment Plan includes an allocation of \$141,330, which is the same amount as FY13. The table below shows the projects which will receive funding from Cable TV License Fees in FY14.

DEPT.	PROJECT	FY14 Cable TV License Fee Allocation
CABLE TV	Equipment Replacement and Upgrades	\$ 141,330

SUMMARY 2014-2018 APPROPRIATION PLAN

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Acquisition of Personal Computers	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Technology Upgrades/Enhancements	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>175,000</u>
	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
PUBLIC SAFETY						
Fire Station Renovations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Replacement of Street Lights/Poles	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>175,000</u>
	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	\$361,000	\$585,000	\$1,625,000	\$275,000	\$275,000	\$3,121,000
Energy and Transportation Improvements	651,510	425,000	425,000	425,000	425,000	2,351,510
Street/Sidewalk Reconstruction	4,747,490	2,450,000	2,450,000	2,450,000	2,450,000	14,547,490
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Cambridge Common Enhancement Project	2,150,000	-	-	-	-	2,150,000
Cable Equipment	141,330	141,330	141,330	141,330	141,330	706,650
Bike Rack Program	50,000	50,000	50,000	50,000	-	200,000
Sewer Reconstruction	77,801,000	3,880,670	22,405,250	38,402,335	47,766,670	190,255,925
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Water System Improvements	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Kendall Square Surface Improvements	500,000	-	-	-	-	500,000
Harvard Square Surface Infrastructure	-	-	-	4,000,000	-	4,000,000
Façade Improvement Program	100,000	100,000	100,000	100,000	100,000	500,000
Employment Program Fund	337,250	319,500	319,500	319,500	319,500	1,615,250
Housing Rehab & Development	657,350	657,350	657,350	657,350	657,350	3,286,750
Neighborhood Business Development	72,000	72,000	72,000	72,000	72,000	360,000
Public Art Conservation Fund	20,000	30,000	30,000	30,000	30,000	140,000
	<u>\$91,888,930</u>	<u>\$13,110,850</u>	<u>\$32,675,430</u>	<u>\$51,322,515</u>	<u>\$56,636,850</u>	<u>\$245,634,575</u>
HUMAN RESOURCE DEV.						
Parks and Recreation	\$142,000	\$176,000	\$1,298,000	\$108,000	\$108,000	\$1,832,000
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>
	\$192,000	\$226,000	\$1,348,000	\$158,000	\$158,000	\$2,082,000

SUMMARY 2014-2018 APPROPRIATION PLAN (Cont'd.)

		<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>TOTAL</u>
EDUCATION	School Equipment/Renovations	\$450,000	-	\$6,000,000	\$40,000,000	\$50,000,000	\$96,450,000
		\$450,000	-	\$6,000,000	\$40,000,000	\$50,000,000	\$96,450,000
GRAND TOTAL		\$92,715,930	\$13,521,850	\$40,208,430	\$91,665,515	\$106,979,850	\$345,091,575

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
Acquisition of Personal Computers	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Technology Upgrades/Enhancements	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>175,000</u>
	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

	FIVE YEAR REVENUE PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
Property Taxes	<u>\$125,000</u>	<u>\$125,000</u>	<u>\$125,000</u>	<u>\$125,000</u>	<u>\$125,000</u>	<u>\$625,000</u>
	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

**GENERAL GOVERNMENT
- Acquisition of Personal Computers**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY14	\$90,000
FY15	\$90,000
FY16	\$90,000
FY17	\$90,000
FY18	<u>\$90,000</u>
	\$450,000

STATUS OF PRIOR YEAR PROJECTS. In FY13, \$70,000 was budgeted to replace computers and accessories across City departments in compliance with ITD's inventory policy.

FY14 FUNDING. The allocation of \$90,000 in Property Tax revenue will provide funds to continue the upgrade and replacement of personal computers, printers and other essential office technology.

IMPACT ON OPERATING BUDGET. By setting aside funds in each capital budget, the City ensures that its personnel will have access to the most advanced computer technology that is available. There is no direct financial or personnel impact on the operating budget.

FY15-18 FUNDING. The need for upgrading capacity will continue. Funding this program at a level of \$90,000 is essential in keeping pace with technical advances.

PUBLIC INVESTMENT FUND

BUDGET

**GENERAL GOVERNMENT
- Technology Upgrades/Enhancements**

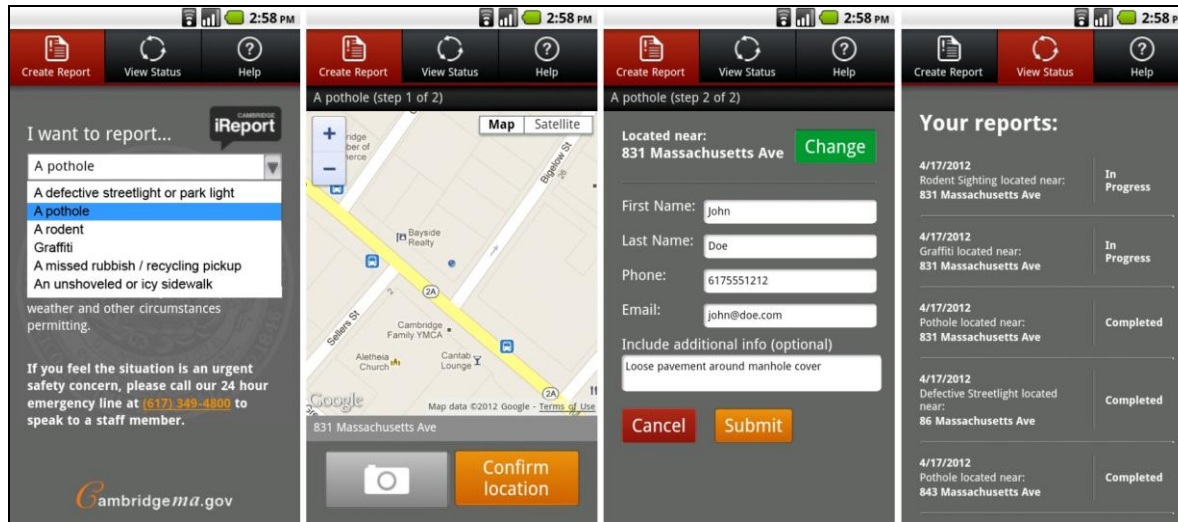
FY14	\$35,000
FY15	\$35,000
FY16	\$35,000
FY17	\$35,000
FY18	<u>\$35,000</u>
	\$175,000

STATUS OF PRIOR YEAR PROJECTS. The FY13 allotment of \$145,000 funded upgrades of the Human Services, Water and 22-CityView Department websites, introducing mobile websites for Police, Public Works and the Library, mobile applications, an upgrade of the City’s fiber optic and VoIP network, improved GIS web tools which provide the public with access to more user friendly maps and enhanced iReport with new reporting types.

FY14 FUNDING. An allocation of \$35,000 in Property Tax revenue will fund the continued upgrade of department websites, mobile websites and innovative mobile applications.

IMPACT ON OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget.

FY15-18 FUNDING. Funds have been allocated in future capital budgets to continue upgrades to the website, CRS, on-line permitting system, creating new GIS web tools, upgrades to VoIP and PeopleSoft systems. Funding is under consideration for the implementation of a formal IT strategic plan.



An example of the iReport Mobile App, which can be used to report potholes and other issues, as well as track status.

Source: Cambridge Information Technology Department.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: PUBLIC SAFETY

	FIVE YEAR APPROPRIATION PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
Fire Station Renovations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Replacement of Street Lights/Poles	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>175,000</u>
	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000

	FIVE YEAR REVENUE PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
Property Taxes	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$300,000</u>
	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Station Renovations**

FY14	\$25,000
FY15	\$25,000
FY16	\$25,000
FY17	\$25,000
FY18	<u>\$25,000</u>
	\$125,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, a combination of Bond Proceeds and General Fund revenues have financed improvements to several fire stations and purchased fire equipment. The \$25,000 allocation made in FY13 for renovations and repairs included: window repair at Engine 6 (River Street) and Engine 3 (East Cambridge), new bathrooms at Engine 5 (Inman Street) and repairs to the fire apparatus at Engine 2 and Ladder 3 (Lafayette Square).

FY14 FUNDING. \$25,000 in Property Tax revenue is allocated for miscellaneous renovations and repairs at various stations. Utilizing the in-house public construction carpentry crew has enabled the department to complete small projects in a timely fashion, in an effort to prevent these delayed maintenance items from becoming large capital projects.

IMPACT ON OPERATING BUDGET. Savings will be realized in the building maintenance and energy accounts in the operating budget.

FY15-18 FUNDING. \$25,000 in future allocations will be used for capital repairs to existing stations.

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**PUBLIC SAFETY
- Replacement of Street Lights/ Poles**

FY14	\$35,000
FY15	\$35,000
FY16	\$35,000
FY17	\$35,000
FY18	<u>\$35,000</u>
	\$175,000

STATUS OF PRIOR YEAR PROJECTS. FY13 funding of \$35,000 continued replacement of steel street light poles with aluminum poles. It is anticipated that at the end of FY13, a total of 179 poles out of 440 original metal street light poles will be changed at various locations throughout the City.

FY14 FUNDING. An allocation of \$35,000 from Property Tax revenue will be used to continue the replacement of approximately 35 steel street light poles. Many of the steel poles have deteriorated and need replacement.

IMPACT ON OPERATING BUDGET. By setting aside funds to replace aging street light poles, the City is taking additional steps to reduce the time spent maintaining the existing poles as well as ensuring a high level of public safety for its citizens.

FY15-18 FUNDING. \$35,000 in future allocations will be used to continue replacing approximately 35 steel street light poles with aluminum poles on an ongoing basis.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY14	FY15	FY16	FY17	FY18	TOTAL
Public Building Renovations	\$361,000	\$585,000	\$1,625,000	\$275,000	\$275,000	\$3,121,000
Energy and Transportation Improvements	651,510	425,000	425,000	425,000	425,000	2,351,510
Street/Sidewalk Reconstruction	4,747,490	2,450,000	2,450,000	2,450,000	2,450,000	14,547,490
Park and Cemetery Tree Pruning	100,000	100,000	100,000	100,000	100,000	500,000
Cambridge Common Improvement Project	2,150,000	-	-	-	-	2,150,000
Cable Equipment	141,330	141,330	141,330	141,330	141,330	706,650
Bike Rack Program	50,000	50,000	50,000	50,000	-	200,000
Sewer Reconstruction	77,801,000	3,880,670	22,405,250	38,402,335	47,766,670	190,255,925
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Water System Improvements	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Traffic Calming	300,000	300,000	300,000	300,000	300,000	1,500,000
Kendall Square Surface Improvements	500,000	-	-	-	-	500,000
Harvard Square Surface Improvements	-	-	-	4,000,000	-	4,000,000
Façade Improvement Program	100,000	100,000	100,000	100,000	100,000	500,000
Employment Program Fund	337,250	319,500	319,500	319,500	319,500	1,615,250
Housing Rehab & Development	657,350	657,350	657,350	657,350	657,350	3,286,750
Neighborhood Business Development	72,000	72,000	72,000	72,000	72,000	360,000
Public Art Conservation Fund	20,000	30,000	30,000	30,000	30,000	140,000
	<u>\$91,888,930</u>	<u>\$13,110,850</u>	<u>\$32,675,430</u>	<u>\$51,322,515</u>	<u>\$56,636,850</u>	<u>\$245,634,575</u>

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

	FIVE YEAR REVENUE PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
Property Taxes	\$681,000	\$1,265,000	\$1,305,000	\$955,000	\$955,000	\$5,161,000
Parking Fund Revenues	850,000	850,000	850,000	850,000	800,000	4,200,000
Parking Fund Balance	850,000	-	-	-	-	850,000
Sewer Service Charge	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Water Service Charge	3,400,000	3,500,000	3,500,000	3,500,000	3,500,000	17,400,000
Block Grant	1,066,600	1,048,850	1,048,850	1,048,850	1,048,850	5,262,000
Chapter 90	2,538,710	2,000,000	2,000,000	2,000,000	2,000,000	10,538,710
Street Preservation Offset Fund (SPOF)	185,945	-	-	-	-	185,945
Sidewalk Revenues	72,835	-	-	-	-	72,835
MWRA Grant Interest	43,000	-	-	-	-	43,000
MWRA Grant	22,100,000	-	-	-	-	22,100,000
CRLS NSTAR rebate	226,510	-	-	-	-	226,510
Cable License Fees	141,330	141,330	141,330	141,330	141,330	706,650
Resident Sticker Revenues	425,000	425,000	425,000	425,000	425,000	2,125,000
Bond Proceeds	<u>58,308,000</u>	<u>2,380,670</u>	<u>21,405,250</u>	<u>40,402,335</u>	<u>45,766,670</u>	<u>168,262,925</u>
	\$91,888,930	\$13,110,850	\$32,675,430	\$51,322,515	\$56,636,850	\$245,634,575

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Public Building Renovations**

FY14	\$361,000
FY15	\$585,000
FY16	\$1,625,000
FY17	\$275,000
FY18	<u>\$275,000</u>
	<u>\$3,121,000</u>

STATUS OF PRIOR YEARS PROJECTS. The total allocation for building renovations in FY13 was \$2,278,000. \$1,000,000 of this funding was used for design, engineering services and construction of the slate roof replacement at City Hall. A \$25,000 allotment for carpets and furnishings was used for new flooring at the Election Commission and License Commission as well as new office furniture for the Public Works Engineering offices. \$75,000 was used for the capital

needs assessment related to the condition of HVAC systems in 36 non-school buildings. In addition, \$48,000 was used for furnishings at the Area IV and Frisoli Youth Centers and \$30,000 for the restroom and floor replacement at the Frisoli Youth Center.



Slate roof replacement at City Hall to preserve it as a historical structure, FY13.

Source: Department of Public Works

FY14 FUNDING. An allocation of \$361,000 in Property Tax revenue will fund the following projects:

- **Systems Renewal Plan- 40 municipal buildings' HVAC and Controls: (\$250,000).** Funding will be used to complete priority repairs and upgrades based on an inventory completed in FY13 of major HVAC and control components for 40 municipal buildings (excluding schools) with developed estimates for routine maintenance and remaining service life.
- **Expansion of Networked Keyless Entry System to Frisoli Youth Center: (\$11,000).** Funding will be used to improve the keyless entry system, providing supervisory staff from the youth center and school programs with keyless entry that can be restricted to specific work hours, identify specific individuals who access the facility at any given time and provide the City with the ability and control to terminate user access.
- **Russell Youth Center & Healy Public Safety Solar Heat Gain Issue design: (\$50,000).** Funding will be used for design services plus implementation of a solution for heating and cooling conditions at both the Russell Youth Center and Healy Public Safety Facility. Recommendations to address solar heat gain at both of these buildings were determined during a recent building re-commissioning process. Both buildings have large amounts of glass, which can be excessively hot in the summer along with not being cooled sufficiently.
- **Flooring and Furnishings: (\$50,000).** This funding will be used to continue addressing the carpet, flooring and furnishing needs in City buildings. The funding will be allocated to address carpet issues at the Law Department, 3rd floor Coffon building and areas in the Citywide Senior Center, as well as providing furnishings at municipal facilities.

IMPACT ON OPERATING BUDGET. Funds allocated to this cost center will result in energy savings, reduced maintenance costs and reduced service calls.

FY15-18 FUNDING. Future year allocations will include funding HVAC priority improvements identified in the Systems Renewal Plan, address long term solutions to solar heat gain issues and continue to fund carpet and furniture replacements.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Energy and Transportation Improvements**

FY14	\$651,510
FY15	\$425,000
FY16	\$425,000
FY17	\$425,000
FY18	<u>\$425,000</u>
	\$2,351,510

STATUS OF PRIOR YEARS PROJECTS. In FY13, the City allocated \$425,000 from Resident Parking Sticker revenues to fund energy efficiency and sustainable transportation initiatives: \$75,000 for energy efficiency projects at municipal buildings, \$70,000 for school buildings and \$280,000 for the Hubway Bikeshare program. Energy efficiency projects included lighting upgrades at the Coffon Building, Cambridge Cemetery, Engine 8 (Taylor Square) and Fire Headquarters. The City also installed direct digital controls at the Haggerty School and performed intensive retro-commissioning projects at the Citywide Senior

Center, Lombardi Building, Engine 8 (Taylor Square) and the Area 4 Youth Center. A State Green Communities grant funded HVAC and lighting improvements at the Peabody School, O'Neill Library, and Gately Youth Center. The Hubway Bikeshare program was launched in the fall of 2012 with 24 stations. The equipment was funded with bicycle Resident Parking Sticker revenue, two federal grants and corporate and university donations.



Source: Department of Public Works

New motor equipment for the boiler at the Peabody School to reduce the energy used during the heating season.

FY14 FUNDING. A total of \$651,510 will fund sustainable energy and transportation projects:

- \$145,000 from Resident Parking Sticker revenues will fund additional energy efficiency projects, including \$75,000 for municipal buildings and \$70,000 for school buildings.
- \$226,510 from the NSTAR Rebate for the Cambridge Rindge and Latin School (CRLS) renovation project will be split equally between school buildings and municipal buildings to address energy efficiency facility upgrades.
- An additional \$280,000 from Resident Parking Sticker revenue will be used toward the Hubway Bikeshare program with plans for 3 new locations. Each station is equipped with ten bicycles.



Hubway Bikeshare Station in front of the Central Square Post Office, installed FY13.

Source: Community Development Dept.

IMPACT ON OPERATING BUDGET. The projects will result in a savings in energy budgets and maintenance costs.

FY15-18 FUNDING. Resident Parking Sticker revenue is anticipated to fund \$425,000 for the Hubway Bikeshare program along with the continuation of outreach activities and energy efficiency improvements to City and School facilities.

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**COMMUNITY MAINTENANCE & DEV.
- Street/Sidewalk Reconstruction**

FY14	\$4,747,490
FY15	\$2,450,000
FY16	\$2,450,000
FY17	\$2,450,000
FY18	<u>\$2,450,000</u>
	\$14,547,490

STATUS OF PRIOR YEAR PROJECTS. In FY13, the City appropriated \$4,214,730 for street and sidewalk work throughout the city. This figure included \$2,571,730 from MassDOT's Chapter 90 program, \$750,000 from the Parking Fund Balance, \$475,000 in funds from roadway reimbursements and \$418,000 from the Street Preservation Offset Fund (SPOF) towards the miscellaneous sidewalk program. The streets identified for reconstruction, are all presently under construction contracts and work will continue at these locations throughout the 2013/2014 construction seasons.



Source: Department of Public Works

Sidewalk reconstruction on Woodbridge Street in North Cambridge, FY13.

FY14 FUNDING. This year the City will receive \$2,538,710 from MassDOT through its Chapter 90 program. The Department will further appropriate \$850,000 from the Parking Fund Balance, \$1,000,000 in General Obligation Bonds, \$100,000 in Property Tax revenue, \$185,945 in Street Preservation Offset Funds (SPOF) and \$72,835 in Brick Sidewalk revenues. These funds will support the Department of Public Works' miscellaneous sidewalk program. This program also includes streets requested by the Disabilities Commission.

Construction	From	To	Cost	Description
Albany Street	Mass Ave.	Portland	\$150,000	Roadway & Sidewalks
Amory Street	Hampshire St.	Broadway	\$600,000	Roadway & Sidewalks
Fulkerson Street	Cambridge St.	Charles St.	\$750,000	Roadway & Sidewalks
Kinnaird Street	River St	Western Ave.	\$50,000	Design
Massachusetts Avenue	Beach St	Russell St.	\$450,000	Sidewalks
Mead Street	Cogswell Ave.	Walden St.	\$300,000	Roadway & Sidewalks
Pearl Street	Mass Ave.	Granite St.	\$325,000	Design
Sherman Street	Garden St.	Walden St.	\$538,710	Roadway & Sidewalks
Franklin, Green, Pleasant, & Riverside Place			\$175,000	Roadway & Sidewalks
Cemetery (5 Year Street and Drainage Plan)			\$100,000	Roadway
Senior Center Parking Lot			\$100,000	Lot & Sidewalk
Harvard Sq. (Mt. Auburn St.) & Central Square			\$850,000	Roadway & Sidewalks
Miscellaneous Sidewalk Reconstruction			\$358,780	Sidewalks
Total			\$4,747,490	

IMPACT ON OPERATING BUDGET. By allocating funds for the reconstruction of streets and sidewalks, the City is addressing the goal of providing a high level of public safety services to City residents as well as reducing street maintenance costs in the Public Works operating budget, and helping to improve the quality of life for those with disabilities.

FY15-18 FUNDING. It is expected that future allocations to this cost center will be comprised of Chapter 90 funds, Property Tax contributions and SPOF allocations.

Tremont St. and Broadway road repairs, FY13



Source: Department of Public Works

Final paving on Forest Street and Frost Street, FY13



Source: Department of Public Works

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**COMMUNITY MAINTENANCE & DEV.
- Park & Cemetery Tree Pruning**

FY14	\$100,000
FY15	\$100,000
FY16	\$100,000
FY17	\$100,000
FY18	<u>\$100,000</u>
	\$500,000

STATUS OF PRIOR YEAR PROJECTS. In FY13 the City appropriated a \$100,000 to fund the tree pruning program.

FY14 FUNDING. An allocation of \$100,000 in Property Tax revenue will fund the ongoing program to perform structural pruning to approximately 565 trees in order to maintain the trees on a 6 year pruning cycle. The City has approximately 3,400 trees in parks throughout the City and at the Cambridge Cemetery. The emphasis is on overall tree health, maintenance and hazard elimination.

IMPACT ON OPERATING BUDGET. Preventive maintenance programs help to reduce emergency service needs and promote better health of trees.

FY15-18 FUNDING. Funds have been included in future capital budgets to continue parks and cemetery tree pruning.



Tree pruning of pine and oak trees on Chestnut Street, FY13.

Source: Department of Public Works

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**COMMUNITY MAINTENANCE & DEV.
- Cambridge Common Enhancement Project**

FY14	\$2,150,000
FY15	-
FY16	-
FY17	-
FY18	-
	<u>\$2,150,000</u>

STATUS OF PRIOR YEAR PROJECTS. Although no capital funds were appropriated in FY13, funds have been provided in previous years by the Community Preservation Act, federal enhancement fund, City funds and Harvard Square improvement funds which have funded the design process that has been on-going since 2012, along with an active public process during the design stage. A total of \$865,986 has been expensed on design including \$180,000 of federal enhancement funds, \$120,000 of Harvard Square improvement funds and the balance from City Funds. Design is expected to be complete by the summer of 2013 with construction beginning in the spring of 2014.

FY14 FUNDING. An allocation of \$2,150,000 in General Obligation Bonds, will allow for the renovation and upgrade of the appearance and function of historic open space that is used as a transportation corridor for more than 10,000 pedestrians and 1,500 cyclists each day. Improvements include: reconstruction and partial re-alignment of pathways; replacement of benches and trash receptacles; planting of approximately 114 trees; improving sight lines around the Civil War Monument; replacement of lighting fixtures and poles; and improvements at entryways. The total project cost is \$5,762,468 which will be funded through Community Preservation Act Funds, General Obligation Bonds, federal funds and Transportation Improvement Program funding.

IMPACT ON OPERATING BUDGET. This project does not have a direct financial or personnel impact on the operating budget.

FY15-18 FUNDING. No additional funding is required in future years.

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**COMMUNITY MAINTENANCE & DEV.
- Cable Equipment**

FY14	\$141,330
FY15	\$141,330
FY16	\$141,330
FY17	\$141,330
FY18	<u>\$141,330</u>
	\$706,650

STATUS OF PRIOR YEAR PROJECTS. As part of the City's negotiation of the 10 year cable television license, Comcast agreed to pay \$1,772,000 over ten years in capital funding for equipment to support the local Public, Educational and Government Cable TV stations. The FY13 funding of \$141,330 was used to purchase and install the media distribution system that benefits both of the City's cable television station, 22-CityView, Cambridge CCTV, and CEA-TV, the Cambridge Public Schools educational cable station. This system provides

live location and live channel streaming for the six Public, Education and Government (PEG) channels. In addition, the system will address a significant need to deliver video and other media to classrooms across the School District.

FY14 FUNDING. Future payments of \$141,330 will be paid on an annual basis over the remaining eight years of the license. Along with FY14's allocation, prior year balances will be used to purchase the following: replacement and upgrade of the Media Arts Studio Master Control Suite (\$185,000); miscellaneous building play back HVAC, presentation equipment (\$15,500); lightening improvements at the Media Arts Studio (\$24,000); replacement of equipment cameras, tripods, video cards and desktop laptops with edit software, allowing for compatibility with HD production transmissions.

IMPACT ON OPERATING BUDGET. It is expected that this revenue will offset operating costs related to equipment purchases.

FY15-18 FUNDING. Funding will also be used toward various equipment purchases including: CEATV portable studio production and field equipment.

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**COMMUNITY MAINTENANCE & DEV.
- Bike Rack Program**

FY14	\$50,000
FY15	\$50,000
FY16	\$50,000
FY17	\$50,000
FY18	-
	<hr/> \$200,000

STATUS OF PRIOR YEAR PROJECTS. In FY13, \$50,000 was allocated for the procurement and installation of approximately 120 bicycle racks at locations throughout the city. This was the first year of a 5-year program to install 600-750 bicycle parking racks.

FY14 FUNDING. An allocation of \$50,000 in Parking Fund revenue will fund the continuation of the bicycle parking program with procurement and installation of approximately 120 bike racks throughout the city.

The 120 racks will be primarily installed in main business districts as well as small business districts in neighborhoods and at schools. In addition, funds will used to purchase eight temporary (seasonal) bicycle parking corrals that will take the place of on-street parking spaces.

IMPACT ON OPERATING BUDGET. While this project does not have a direct financial or personnel impact on the operating budget, it addresses the goal of providing bicycle users additional parking to meet demand.

FY15-18 FUNDING. Funds have been included in future capital budgets to continue installing bike racks throughout the city. With an increase in the number of cycling trips in Cambridge and an increase in the demand for bicycle parking, funding is required over the next three years as part of the 5-year Bicycle Parking Program.

Bike racks have been added in Harvard Square to meet the growing demand of cyclists.



Source: Community Development Dept.

Bike parking in Harvard Square



Source: Community Development Dept.

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**COMMUNITY MAINTENANCE & DEV.
- Sewer Reconstruction**

FY14	\$77,801,000
FY15	\$3,880,670
FY16	\$22,405,250
FY17	\$38,402,335
FY18	<u>\$47,766,670</u>
	<u>\$190,255,925</u>

STATUS OF PRIOR YEAR PROJECTS. Construction continues throughout the city on various infrastructure projects associated with our sewer separation and stormwater management program. This work includes the removal of the remaining common manhole structures in separated areas in the city, the majority of which are in Cambridgeport. This work also includes the construction of new municipal utility infrastructure and surface restoration on Western Avenue. The following projects are nearing completion: sewer separation and subsequent street restoration work in the Agassiz/Mid Cambridge area; the constructed wetland and stormwater conveyance system in the Alewife area; and remedial work on existing systems in the Cambridgeport area. The above

projects were funded through a variety of funding sources to include “Pay As You Go” funds, ten year General Obligation Bonds, loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and Massachusetts Water Resources Authority (MWRA) loans and grants.

FY14 FUNDING. The total appropriation for FY14 of \$77,801,000 includes \$54,658,000 in General Obligation Bonds, \$1,000,000 from Sewer Service Charges, \$22,100,000 from a MWRA Grant and \$43,000 from MWRA Grant Interest. The majority of this funding is being appropriated to complete the sewer separation and stormwater management program in the Alewife area.

Harvard Square Sewer and Stormwater Management Project: (\$1,500,000).

The Harvard Square sewer and stormwater program is a multiphase project being constructed in smaller discrete projects. This funding will be used to complete the project at JFK Walkway and the Charles Hotel, which will improve conveyance capacity to the MWRA interceptor systems and will begin to address the stormwater capture and conveyance issues on Hilliard and on Brattle Street at Church Street and Brattle Square.

Sewer Capital Repairs Program: (\$2,200,000).

This is the first year of this program. The program seeks to maintain the quality of the existing infrastructure throughout the city. The primary purpose is to address pipe systems that are showing signs of age by completing large scale trenchless repair projects by pipe lining, pipe bursting, slip lining etc. The program will be focused primarily on areas of the city

where sewer separation or stormwater management construction projects are not scheduled.

Agassiz Sewer Separation and Stormwater Management: (\$850,000).

The Agassiz program is an ongoing sewer separation and stormwater management program with projects presently ongoing in the Myrtle/Magnolia area of MidCambridge and in the Frost Street/Forest Street/Upper Oxford Street area. This appropriation request is to address the design of the remaining portion of Frost Street from Prentiss Street to Roseland Street.

Alewife Sewer Separation and Stormwater Management Program: (\$71,751,000).

The outfall project being built in the Alewife Reservation will be completed in the summer of 2013. The first of three sewer separation and stormwater management projects in the upstream neighborhood area to the east of Fresh Pond on Larch, Grozier, Lakeview, Lexington and Standish Streets is presently underway. FY14's allocation to cover the costs associated with the neighborhood sewer separation program includes (\$49,608,000 Bond Proceeds, \$22,100,000 grants from the MWRA and \$43,000 in MWRA grant deposit interest.

Construction projects are scheduled between the summer of 2013 and the winter of 2014 with completion in 2016. The second project will include Huron Avenue between Fresh Pond and Concord Avenue and will extend from Vassal Lane to the north to the "top of the hill" or watershed boundary to the south including all of the various side streets between Lakeview and Sparks Street. Additional funds from the MWRA for the final phase of this project are anticipated in the fall of 2013.

Cherry Street and South Mass Ave Sewer Separation and Stormwater Management Project: (\$500,000).

This program is a multi-year program that extends from Inman Square as far east as Land Boulevard and from the Somerville line to the north to Massachusetts Avenue in the south. Work is presently ongoing to construct a new stormwater outfall at Land Boulevard and Binney Street and to modify the existing combined sewer overflow in the same area. The funding requested is to address additional structural issues in the infrastructure in this area.

Remedial Construction: (\$1,000,000). This funding will be 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 various drainage utility systems.

IMPACT ON OPERATING BUDGET. The Alewife sewer separation projects include a vegetated wetland in the Alewife Reservation together with rain gardens and pervious asphalt proposals in the neighborhood. These wetland and rain garden systems will require maintenance in terms of sediment and trash removal and plant replacement, etc. The pervious asphalt will require vacuum sweeping at least once or twice per year.



Public Planting Day at the Alewife Stormwater Wetland, FY13

Source: Department of Public Works

FUNDING FY15-18. Construction of various sewer separation projects in the Alewife watershed will continue over the next four years. Additional work is also planned in the Bishop Allen area to further improve flood protection in Area Four neighborhood. Finally, the Department expects to expand the Capital Repairs program for maintaining those systems where sewer separation projects or flood protection projects are neither anticipated or have taken place.

COMMUNITY MAINTENANCE & DEV.
- Parking Improvements

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY14	\$500,000
FY15	\$500,000
FY16	\$500,000
FY17	\$500,000
FY18	<u>\$500,000</u>
	\$2,500,000

STATUS OF PRIOR YEAR PROJECTS. The FY13 Capital Budget included an allocation of \$500,000. \$330,000 was budgeted for traffic signal repairs and upgrades, installation of school zone flashers at the Longfellow School on Broadway, traffic signal improvements included in roadway reconstruction projects at five locations, and upgrades to equipment to increase safety for all users at two stand-alone intersections. \$100,000 was budgeted for parking garage repairs and \$70,000 was funded to support new single space parking meters and replacement meter mechanisms.

FY14 FUNDING. \$500,000 in Parking Fund revenues have been allocated to fund the following projects:

- **Parking Garage Restoration and Improvements: (\$435,000).** These funds will be used at First Street for elevator repairs, partial roof replacement, drain repairs and concrete sealing. Green Street will receive a top coat to prevent salt and water from infiltrating the concrete and causing corrosion.
- **Traffic Signal Repair and Upgrade: (\$65,000).** These funds will be used for signal improvements on streets that are scheduled for reconstruction. In addition, installation of permanent count stations at two signalized intersections, replacement of five outdated traffic controllers and installation of 20 MPH school zone flashers on Broadway are planned.

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.

FY15-18 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.

Electric vehicle charging station at Lot 5 in Central Square.



Source: Traffic, Parking and Transportation Department

School crossing sign on Magazine St. and Upton St.



Source: Traffic, Parking and Transportation Department

**COMMUNITY MAINTENANCE & DEV.
- Water System Improvements**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY14	\$3,400,000
FY15	\$3,500,000
FY16	\$3,500,000
FY17	\$3,500,000
FY18	<u>\$3,500,000</u>
	\$17,400,000

STATUS OF PRIOR YEAR PROJECTS. Current Water Service revenues of \$3,400,000 supported a wide range of projects in FY13, 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.

FY14 FUNDING. The FY14 capital allocation will fund the following projects:

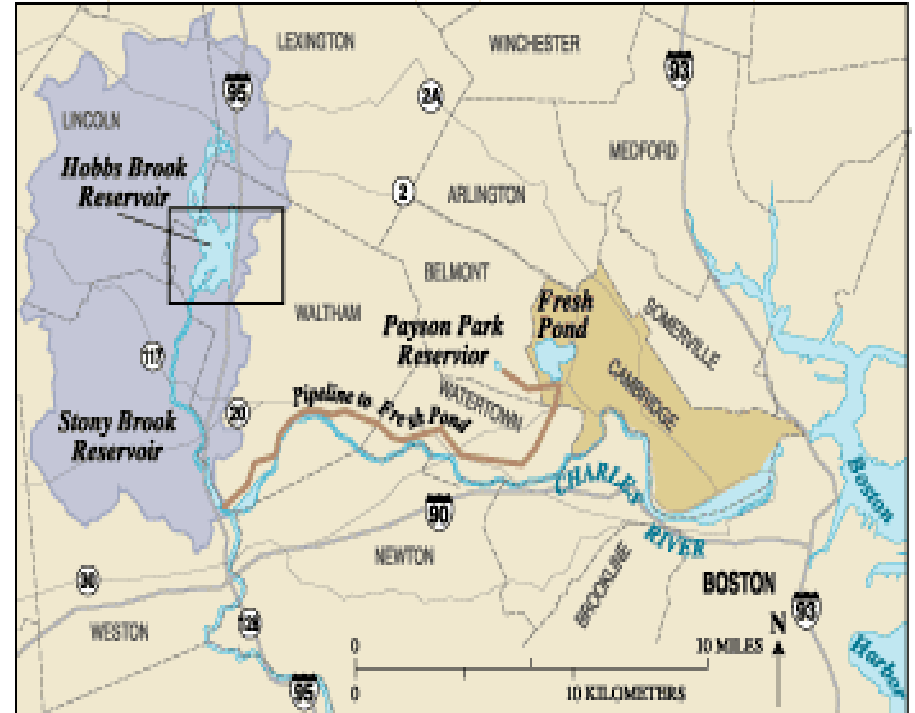
- **Water Works Improvements to the Distribution System: (\$1,249,000).** This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergencies and support to other departments. This will be accomplished through the annual Water Works Construction Contract and in-house capabilities.
- **Facility and Office Equipment and Process Improvements: (\$718,000).** These funds will be used to replace plant systems, equipment and instrumentation (\$25,000); Process Control, Regulatory Support Engineering Services and DEP Permitting (\$20,000); Electrical maintenance and Arc-Flash Study (\$100,000); Switch gear maintenance (\$100,000); Sodium Hydroxide tank rebuild (\$25,000); Clear well overflow structure, chemical feed line replacement and Payson Mixing (\$250,000); HLP pump rebuild (\$50,000); TOC analyzer (\$50,000); Lab equipment replacement (\$25,000); Remote site security (\$50,000); HVAC spare parts (\$3,000); PCs and Printers (\$20,000).
- **Consulting Services: (\$583,000).** These funds will be used for the Distribution Hydraulic Model upgrade (\$3,000); Safe Yield Study (\$75,000); Phase II Distribution Master Plan (\$215,000); Hazardous Materials Response Plan up-date (\$75,000), Specialized site plan review (\$20,000); comprehensive Master Plan for Watershed Protection (\$100,000), storm water management plan (\$75,000); and dam inspections (\$20,000).
- **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: (\$225,000).** These funds will be used for maintenance of the reservoir gauging stations (\$125,000); Watershed Land and Stony Brook Conduit surveying (\$50,000); and Hobbs Brook Dam emergency spillway repairs (\$50,000).
- **Meter Replacement: (\$150,000).** These funds will be used to cover the cost related to the replacement of water meters and Meter Transmission Units (MTUs) (\$100,000) and upgrade Data Collection Units (DCUs) (\$50,000).
- **Fresh Pond Reservation Improvements: (\$225,000).** These funds will be used to pave a portion of the perimeter road and replace fencing to meet ADA requirements– Phase I (\$150,000); infrastructure improvements such as signage, benches and bubblers (\$25,000); and Fresh Pond Fire Department Access (\$50,000).

IMPACT ON OPERATING BUDGET. By providing funds for capital improvements to the water distribution system, the City has reduced the potential for major water main breaks and reduced the annual cost of repairing these leaks. Many of the improvements are made to enhance the quality of water provided to consumers.

FY15-18 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.

The City's three surface water reservoirs: Hobbs Brook Reservoir in the municipalities of Lincoln, Lexington, Weston and Waltham; Stony Brook Reservoir, surrounded by the Town of Weston and the City of Waltham; and Fresh Pond Reservoir in Cambridge.



Source: Water Department

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Traffic Calming**

FY14	\$300,000
FY15	\$300,000
FY16	\$300,000
FY17	\$300,000
FY18	<u>\$300,000</u>
	\$1,500,000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the comfort and safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands and other physical features which calm traffic and enhance safety. The Community Development Department coordinates traffic calming projects with scheduled street and sewer improvements planned by the Department of Public Works. This allows the most efficient use of resources and

reduces the disruption to residents during construction. The FY13 funding of \$300,000 has been used to complete the design for Second Street, Longfellow Road and Tremont Street at Gardner Street- Phase I.

FY14 FUNDING. An allocation of \$300,000 from Parking Fund revenues will be used for the design, engineering and construction of traffic calming projects. Anticipated projects include the design on Fulkerson Street, Thorndike Street and Sherman Street. It will also include construction on Tremont Street at Gardner Street, Sherman Street, Fulkerson Street – Phase II, and Meacham Road at Locke Street.

IMPACT ON OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget. The implementation of the traffic calming concept to improve the safety and comfort of citizens who are walking, biking and driving on the streets of Cambridge.

FY15-18 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.



Bike Crosswalks on Mass. Avenue

Source: Community Development Department

**COMMUNITY MAINTENANCE & DEV.
- Kendall Square Surface Improvement Program**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY14	\$500,000
FY15	-
FY16	-
FY17	-
FY18	-
	<hr/>
	\$500,000

STATUS OF PRIOR YEAR PROJECTS. \$5,000,000 was appropriated from Bond Proceeds for the costs associated with the reconstruction of Main Street between Broadway and Ames Street. The project included the reconstruction of streets and sidewalks, and the installation of new pedestrian scale public lighting, street furniture, trees and other beautification measures.

FY14 FUNDING. The appropriation of \$500,000 from Bond Proceeds will fund additional costs associated with the Kendall Square reconstruction program, including enhanced pedestrian scale lighting. The City continues to work with MIT, Boston Properties and the Redevelopment Authority to ensure that the various projects in the area are properly coordinated

IMPACT ON OPERATING BUDGET. It is expected that maintenance costs will decrease due to the improvements.

FY15-18 FUNDING. No additional funding is anticipated for future years.

Drawing documents for Main Street in Kendall Square



Source: Community Development Department

**COMMUNITY MAINTENANCE & DEV.
- Harvard Square Surface Infrastructure**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY14	-
FY15	-
FY16	-
FY17	4,000,000
FY18	-
	<u>\$4,000,000</u>

STATUS OF PRIOR YEAR PROJECTS. Funding was not provided for this project in FY13. In FY11, \$2,000,000 in Bond Proceeds was allocated to complete the reconstruction of Eliot Street between JFK Street and Brattle Street.

FY14 FUNDING. No funding has been provided for this project for FY14.

IMPACT ON OPERATING BUDGET. It is expected that maintenance costs will decrease due to the improvements.

FY15-18 FUNDING. The City anticipates bonding the entire amount in FY17 to address the reconstruction of the “Eliot Loop” in Harvard Square. This area contains Eliot Street, Eliot Plaza, Brattle Street and Brattle Plaza. This is in accordance with the Harvard Square Master Plan.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Façade Improvement Program**

FY14	\$100,000
FY15	\$100,000
FY16	\$100,000
FY17	\$100,000
FY18	<u>\$100,000</u>
	\$500,000

STATUS OF PRIOR YEAR PROJECTS. The Façade Improvement Program is used throughout the City to support business owners with matching grants of up to \$15,000 for construction of storefront improvement projects including handicap accessibility. Business owners may also apply for matching grants of up to \$2,500 for exterior signage and lighting projects. An architectural consultant, retained by the City provides preliminary design services to program applicants. In FY13, the Façade Improvement Program’s capital budget allocation of

\$100,000, and prior year funds, supported five façade improvements, ten signage and lighting projects and design services for ten participants. Examples include Seven Stars (Central Square), Bon Me (Kendall Square), Guilia Restaurant (Porter Square) and Puritan and Company (Inman Square). An additional \$60,000 in prior year funds will be used to start four additional projects which will be completed in FY14.

FY14 FUNDING. An allocation of \$100,000 from Property Tax revenue will continue to fund façade improvements in commercial districts, primarily within the designated Neighborhood Revitalization Strategy areas. These funds will support approximately four façade improvement projects, six signage and lighting improvement projects, and design services for ten additional participants in the program.

IMPACT ON OPERATING BUDGET. There is no direct financial or personnel impact on the operating budget. This program provides economic benefits to the businesses that participate in the program, supports the City’s commercial districts and assists in building a more stable tax base.

FY15-18 FUNDING. It is anticipated that this program will receive funding in future years.



Facade improvements at the Curious George Store grand re-opening in Harvard Square, FY13.

Source: Community Development Department

**COMMUNITY MAINTENANCE & DEV.
- Employment Program Fund**

PUBLIC INVESTMENT FUND	BUDGET
-------------------------------	---------------

FY14	\$337,250
FY15	\$319,500
FY16	\$319,500
FY17	\$319,500
FY18	<u>\$319,500</u>
	<u>\$1,615,250</u>

STATUS OF PRIOR YEAR PROJECTS. The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

FY14 FUNDING. The allocation of \$337,250 in Community Development Block Grant funds (CDBG) 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.

FY15-18 FUNDING. It is anticipated that CDBG funds will continue to support this program.

**COMMUNITY MAINTENANCE & DEV.
- Housing Rehab and Development**

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

FY14	\$657,350
FY15	\$657,350
FY16	\$657,350
FY17	\$657,350
FY18	<u>\$657,350</u>
	\$3,286,750

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.

FY14 FUNDING. \$657,350 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 \$428,678 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners’ Rehab, Inc. (HRI). In addition, \$76,618 will support efforts to rehabilitate multi-family properties while keeping rents affordable through a program administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS).

Block Grant funds of \$98,000 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. Block Grant funds of \$54,054 will be available for tenant mediation.

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.

FY15-18 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

**COMMUNITY MAINTENANCE & DEV.
- Neighborhood Business Development**

PUBLIC INVESTMENT FUND	BUDGET
-------------------------------	---------------

FY14	\$72,000
FY15	\$72,000
FY16	\$72,000
FY16	\$72,000
FY18	<u>\$72,000</u>
	\$360,000

STATUS OF PRIOR YEAR PROJECTS. The FY13 allocation of \$81,000 and prior year Block Grant funds were used to support the City’s economic development programs for low- and moderate-income individuals, financial literacy and business planning workshops, the Best Retail Practices program and workforce development programs operated by Just-A-Start.

FY14 FUNDING. In support of the City’s workforce development efforts, \$72,000 will be allocated to the Biomedical Careers Program, run by Just-A-Start to help low-moderate income individuals obtain skills for jobs in the bio-medical industries.

IMPACT ON OPERATING BUDGET. The primary goal of this program is to assist small and income-eligible businesses in the development of plans that will enable them to compete in the local market, as well as to provide individuals with the skills needed to work in the bio-medical field. This program provides benefits to the local economy and support the tax base of the City. There is no direct financial or personnel impact on the operating budget.

FY15-18 FUNDING: It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Public Art Conservation Fund**

FY14	\$20,000
FY15	\$30,000
FY16	\$30,000
FY17	\$30,000
FY18	<u>\$30,000</u>
	\$140,000

STATUS OF PRIOR YEAR PROJECTS. In FY13, the Arts Council used its \$30,000 allocation to coordinate assessments, clean, polish, and perform minor repairs and touch-ups to the collection. The entire public art collection, which includes indoor and outdoor sculpture and integrated artworks in a variety of media, was electronically catalogued. Treatments were also performed on existing artworks at the Alewife Portals, Yerxa Road Underpass, The Library’s Main Branch, Danehy Park and the Russell Field Bus Shelter.

FY14 FUNDING. \$20,000 in Property Tax revenue 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. An additional \$10,000 will be funded through the Traffic Department for work related to the Green Street Garage project.

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.

FY15-18 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.



Mela Lyman Graffiti Removal

Source: Cambridge Arts Council

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY14	FY15	FY16	FY17	FY18	TOTAL
Parks and Recreation	\$142,000	\$176,000	\$1,298,000	\$108,000	\$108,000	\$1,832,000
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>
	\$192,000	\$226,000	\$1,348,000	\$158,000	\$158,000	\$2,082,000

FIVE YEAR REVENUE PLAN						
	FY14	FY15	FY16	FY17	FY18	TOTAL
Property Taxes	\$84,000	\$118,000	\$90,000	\$50,000	\$50,000	\$392,000
Golf Course Fees	80,000	80,000	80,000	80,000	80,000	400,000
War Memorial Receipts	28,000	28,000	28,000	28,000	28,000	140,000
Bond Proceeds	-	-	<u>1,150,000</u>	-	-	<u>1,150,000</u>
	\$192,000	\$226,000	\$1,348,000	\$158,000	\$158,000	\$2,082,000

PUBLIC INVESTMENT FUND	BUDGET
------------------------	--------

**HUMAN RESOURCE DEVELOPMENT
- Parks & Recreation**

FY14	\$142,000
FY15	\$176,000
FY16	\$1,298,000
FY17	\$108,000
FY18	\$108,000
	<u>\$1,832,000</u>

STATUS OF PRIOR YEAR PROJECTS. A total allocation of \$1,673,000 was used to fund the following projects in FY13:

- **Beautification Program: (\$35,000).** This allotment was used to support an ongoing effort to implement seasonal color displays at dozens of sites citywide utilizing flower baskets as well as creating new planting opportunities.
- **Danehy Park Soccer Fields: (\$1,540,000).** An allocation of \$1,540,000 from Bond Proceeds was used to fund the design and installation of new synthetic playing surfaces including drainage for the full size soccer field (Field #1) and youth soccer field (Field #2). The project will begin in the spring and be completed by the summer of 2013.
- **War Memorial Recreational Facility and Gold Star Mothers Pool: (\$28,000).** Revenue from user fees is used to maintain capital improvements at both the War Memorial and Gold Star Mothers Pool.
- **Pacific Street Park: (\$50,000).** This allocation helped support the improvements to the existing dog park including drainage and surface material, additional seating and other amenities. A review of current park use and potential for expansion of the current off-leash area was also evaluated.
- **Thomas P. O’Neill, Jr. /Fresh Pond Golf Course: (\$20,000).** An allocation from golf course revenue was used to make improvements to the front entrance of the golf course and new signage.

FY14 FUNDING. \$142,000 has been allocated for FY14.

- **Thomas P. O’Neill, Jr. /Fresh Pond Golf Course: (\$80,000).** An allocation from golf course revenue will be used to continue making improvements to the front entrance of the golf course, new signage, bunker repairs, cart repairs, fence repairs and pathway improvements.
- **War Memorial Recreational Facility and Gold Star Mothers Pool: (\$28,000).** This allotment of revenue from user fees is used to maintain capital improvements at both the War Memorial and Gold Star Mothers Pool.
- **Replacement of fitness equipment at Frisoli and Moore Youth Center: (\$34,000).** This Property Tax revenue allocation will fund the replacement of old weight equipment, free weights with more suitable fitness and exercise stations.

IMPACT ON OPERATING BUDGET. It is expected that the annual maintenance budget for parks may increase in future years as parks are either renovated or constructed.

FY15-18 FUNDING. Allocations from bond proceeds along with CPA eligible projects will be the financing source for a wide range of open space projects. Golf course revenues will continue to finance improvements to the golf course. \$1,150,000 in Bond Proceeds in FY16 will fund Danehy Park soccer field renovations. It is anticipated that the total allocation of \$108,000 of current revenues for Golf Course improvements (\$80,000) and War Memorial Recreation Facility/Gold Star Mothers Pool maintenance (\$28,000) will be funded in each year.



The par three third hole at Thomas P. O'Neill/Jr. Golf Course overlooks the Fresh Pond Reservation.

Source: Department of Human Service Programs

PUBLIC INVESTMENT FUND	BUDGET
-------------------------------	---------------

**HUMAN RESOURCE DEVELOPMENT
- Accessibility Improvements**

FY14	\$50,000
FY15	\$50,000
FY16	\$50,000
FY17	\$50,000
FY18	<u>\$50,000</u>
	\$250,000

STATUS OF PRIOR YEAR PROJECTS. The allocation of \$50,000 funded 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). For the past five years, a total of \$250,000 in ADA Capital funds has been allocated to the following projects.

Item	Detail	Total
Sullivan Chamber rostrum access design	\$15,760 design + \$500.00 reimbursables	\$16,260
Frazier Building wheelchair lift design	\$11,280 design + \$4,500 structural engineer	\$15,780
Replace freestanding fire alarm box pedestals	Replace 55 freestanding pedestals at \$763 each(avg. cost)	\$41,965
City website accessibility	Study/evaluation/remediation	\$20,000
Frazier Building wheelchair lift construction	Construction for wheelchair lift enclosure	\$63,876
Accessible raised beds for community gardens	Two raised garden beds at Riverside Press Pk.	\$14,753
Sullivan Chamber rostrum accessibility project	Construction for rostrum access (partial cost)	\$77,366
TOTAL		\$250,000

FY14 FUNDING. The \$50,000 allocation from Property Tax revenue will support accessibility improvements. This appropriation along with balances from FY12 and FY13 will fund the Sullivan Chamber rostrum accessibility project, which has a cost estimate of \$168,000 (including contingencies).

Item	Detail	Total
Sullivan Chamber rostrum accessibility project	Construction for rostrum access (partial cost)	\$45,500
Replace fire alarm box pedestals	Replace 6 freestanding pedestals at \$750 each	\$ 4,500
TOTAL		\$50,000

IMPACT ON OPERATING BUDGET. By funding improvements to public buildings for people with disabilities, the City is showing its commitment to providing a high level of public safety for all citizens of Cambridge. There is no negative financial or personnel impact on the operating budget. Once construction is complete, there may be a reduction in unscheduled service maintenance calls.

FY15-18 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.



Michael Muehe, Cambridge Disabilities Commission (right) works with Jeff Parenti, Cambridge Traffic Department, adjusting accessible signs in Central Square to help improve pedestrian safety for people who are blind or low vision.

Source: Department of Human Service Programs

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

	FIVE YEAR APPROPRIATION PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
School Equipment/Renovations	\$450,000	-	\$6,000,000	\$40,000,000	\$50,000,000	\$96,450,000
	<u>\$450,000</u>	<u>-</u>	<u>\$6,000,000</u>	<u>\$40,000,000</u>	<u>\$50,000,000</u>	<u>\$96,450,000</u>

	FIVE YEAR REVENUE PLAN					
	FY14	FY15	FY16	FY17	FY18	TOTAL
Property Taxes	\$450,000	-	-	-	-	\$450,000
Bond Proceeds	-	-	\$6,000,000	\$40,000,000	\$50,000,000	\$96,000,000
	<u>\$450,000</u>	<u>-</u>	<u>\$6,000,000</u>	<u>\$40,000,000</u>	<u>\$50,000,000</u>	<u>\$96,450,000</u>

PUBLIC INVESTMENT FUND**BUDGET****EDUCATION
- School Equipment/Renovations**

FY14	\$450,000
FY15	-
FY16	6,000,000
FY17	40,000,000
FY18	50,000,000
	<u>\$96,450,000</u>

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$3,000,000 was made in the FY12 Capital Budget for the first phase of the project that included design and architectural services for the M.L. King School (MLK). A supplemental appropriation of \$81,500,000 was made in FY13 to cover the construction costs for this project. The general contractor has been hired and construction is scheduled to begin in the late spring of 2013. The MLK is expected to reopen in September 2015.

In FY13, supplemental funding of \$337,432 was provided to the School Department to fund the replacement of the boiler at the Solomon Garage from existing MTC grant funds (\$187,432) and (\$150,000) from Resident Parking Sticker revenue.

FY14 FUNDING. An allocation of \$450,000 in Property Tax revenue will supplement the funding from prior year to include roof replacement and HVAC upgrades at the Solomon Garage.

IMPACT ON OPERATING BUDGET. Savings will be realized in the building maintenance and energy accounts in the operating budget.

FY15-18 FUNDING. Additional funding of \$6,000,000 in FY16 will cover the design selection process with the balance being appropriated in subsequent years for the construction of the Cambridge Street School, the second school construction project in accordance with the Innovation Agenda.

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2013

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPEND- ITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor's Office	\$418,155	\$111,130	\$29,500		\$558,785		\$558,785
	Executive City Manager	\$1,451,800	\$517,650	\$38,700		\$2,008,150		\$2,008,150
	City Council Office	\$1,581,370	\$41,900	\$59,855		\$1,683,125		\$1,683,125
	City Clerk's Office	\$1,059,235	\$56,110	\$4,420		\$1,119,765		\$1,119,765
	Law Department	\$1,507,695	\$443,300	\$212,245		\$2,163,240		\$2,163,240
	Finance Department	\$10,018,570	\$2,965,010	\$245,970	\$62,800	\$13,292,350		\$13,292,350
	Employee Benefits	\$31,912,445	\$844,755	\$30,000		\$32,787,200		\$32,787,200
	General Services	\$231,440	\$501,255			\$732,695		\$732,695
	Election Commission	\$817,040	\$194,255	\$2,270		\$1,013,565		\$1,013,565
	Public Celebration	\$485,540	\$405,280	\$1,125		\$891,945		\$891,945
	Reserve		\$37,500			\$37,500		\$37,500
	TOTAL	\$49,483,290	\$6,118,145	\$624,085	\$62,800	\$56,288,320		\$56,288,320
PUBLIC SAFETY								
	Animal Commission	\$295,045	\$14,505	\$150		\$309,700		\$309,700
	Fire	\$41,477,815	\$1,182,960	\$579,500	\$110,000	\$43,350,275		\$43,350,275
	Police	\$44,304,565	\$2,197,850	\$291,500	\$392,100	\$47,186,015		\$47,186,015
	Traffic and Parking	\$7,514,975	\$3,303,040	\$35,000	\$82,000	\$10,935,015		\$10,935,015
	Police Review & Advisory BD	\$69,740	\$700	\$3,000		\$73,440		\$73,440
	Inspectional Services	\$3,018,940	\$140,680	\$10,425	\$10,000	\$3,180,045		\$3,180,045
	License Commission	\$968,810	\$57,435	\$4,725		\$1,030,970		\$1,030,970
	Weights and Measures	\$128,515	\$7,280	\$2,745		\$138,540		\$138,540
	Electrical	\$1,537,780	\$1,276,460	\$1,670	\$25,000	\$2,840,910		\$2,840,910
	Emergency Communications	\$4,266,365	\$148,210	\$15,850	\$4,000	\$4,434,425		\$4,434,425
	TOTAL	\$103,582,550	\$8,329,120	\$944,565	\$623,100	\$113,479,335		\$113,479,335

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPEND- ITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works Department Administration	\$20,782,435	\$11,373,225	\$104,030	\$600,000	\$32,859,690		\$32,859,690
	Community Development	\$5,208,680	\$451,095	\$16,565		\$5,676,340		\$5,676,340
	Historical Commission	\$577,710	\$54,430	\$800		\$632,940		\$632,940
	Conservation Commission	\$121,570	\$1,000	\$900		\$123,470		\$123,470
	Peace Commission	\$131,765	\$10,325	\$1,850		\$143,940		\$143,940
	Cable Television	\$586,590	\$884,755	\$3,450		\$1,474,795		\$1,474,795
	Debt Service		\$216,000		\$49,500,250	\$49,716,250		\$49,716,250
	TOTAL	\$27,408,750	\$12,990,830	\$127,595	\$50,100,250	\$90,627,425		\$90,627,425
HUMAN RESOURCES AND DEVELOPMENT								
	Library	\$6,716,630	\$2,178,115	\$51,650		\$8,946,395		\$8,946,395
	Human Services	\$20,161,890	\$2,890,090	\$78,100	\$25,000	\$23,155,080		\$23,155,080
	Women's Commission	\$222,555	\$9,535	\$1,025		\$233,115		\$233,115
	Human Rights Commission	\$245,180	\$3,000	\$1,200		\$249,380		\$249,380
	Veteran's Services	\$271,975	\$54,900	\$678,500		\$1,005,375		\$1,005,375
	TOTAL	\$27,618,230	\$5,135,640	\$810,475	\$25,000	\$33,589,345		\$33,589,345
	CITY TOTAL	\$208,092,820	\$32,573,735	\$2,506,720	\$50,811,150	\$293,984,425		\$293,984,425
EDUCATION								
	School Organization	\$122,785,695	\$26,156,060	\$1,198,290	\$849,400	\$150,989,445		\$150,989,445
	TOTAL	\$122,785,695	\$26,156,060	\$1,198,290	\$849,400	\$150,989,445		\$150,989,445
INTERGOVERNMENTAL								
	Mass. Water Resources Authority		\$21,346,815			\$21,346,815		\$21,346,815
	Cherry Sheet Assessments						\$20,126,950	\$20,126,950
	Cambridge Health Alliance		\$6,500,000			\$6,500,000		\$6,500,000
	TOTAL		\$27,846,815			\$27,846,815	\$20,126,950	\$47,973,765
	GRAND TOTALS	\$330,878,515	\$86,576,610	\$3,705,010	\$51,660,550	\$472,820,685	\$20,126,950	\$492,947,635

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERNMENTAL REVENUE	MISCELLANEOUS REVENUE	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor's Office	\$526,785				\$32,000		\$558,785
	Executive City Manager	\$1,589,285		\$215,000	\$40,000	\$163,865		\$2,008,150
	City Council Office	\$1,669,015				\$14,110		\$1,683,125
	City Clerk's Office	\$824,965	\$40,000		\$235,500	\$19,300		\$1,119,765
	Law Department	\$2,013,240	\$2,500	\$97,500		\$50,000		\$2,163,240
	Finance Department	\$11,619,825			\$558,950	\$613,575	\$500,000	\$13,292,350
	Employee Benefits	\$15,791,685				\$7,795,515	\$9,200,000	\$32,787,200
	General Services	\$633,870		\$4,000		\$94,825		\$732,695
	Election Commission	\$930,565			\$750	\$82,250		\$1,013,565
	Public Celebration	\$858,845	\$10,800			\$22,300		\$891,945
	Reserve	\$37,500						\$37,500
	TOTAL	\$36,495,580	\$53,300	\$316,500	\$835,200	\$8,887,740	\$9,700,000	\$56,288,320
PUBLIC SAFETY								
	Animal Commission	\$274,600	\$23,000	\$1,400	\$10,200		\$500	\$309,700
	Fire	\$42,392,525	\$105,000	\$4,000	\$821,750		\$27,000	\$43,350,275
	Police	\$41,444,665	\$125,965	\$3,148,425	\$1,573,355	\$856,605	\$37,000	\$47,186,015
	Traffic and Parking		\$452,500	\$4,673,735	\$5,778,780		\$30,000	\$10,935,015
	Police Review & Advisory BD	\$73,440						\$73,440
	Inspectional Services	\$-3,105,655	\$6,109,200		\$73,500		\$103,000	\$3,180,045
	License Commission	\$-1,215,490	\$2,161,500	\$6,800	\$24,160	\$54,000		\$1,030,970
	Weights and Measures	\$86,115		\$500	\$34,000	\$17,925		\$138,540
	Electrical	\$2,110,110	\$22,935		\$490,000	\$207,865	\$10,000	\$2,840,910
	Emergency Communications	\$4,434,425						\$4,434,425
	TOTAL	\$86,494,735	\$9,000,100	\$7,834,860	\$8,805,745	\$1,136,395	\$207,500	\$113,479,335

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERNMENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works Department Administration	\$23,552,365	\$560,000	\$1,058,195	\$6,084,535	\$1,316,060	\$288,535	\$32,859,690
	Community Development	\$3,856,210	\$55,000	\$140,000	\$396,395	\$1,095,735	\$133,000	\$5,676,340
	Historical Commission	\$623,940				\$5,000	\$4,000	\$632,940
	Conservation Commission	\$81,395			\$42,075			\$123,470
	Peace Commission	\$120,490				\$23,450		\$143,940
	Cable Television	\$68,875			\$1,405,920			\$1,474,795
	Debt Service	\$31,359,390			\$14,830,590	\$1,960,970	\$1,565,300	\$49,716,250
	TOTAL	\$59,662,665	\$615,000	\$1,198,195	\$22,759,515	\$4,401,215	\$1,990,835	\$90,627,425
HUMAN RESOURCES AND DEVELOPMENT								
	Library	\$8,464,745		\$65,000		\$416,650		\$8,946,395
	Human Services	\$19,163,635			\$3,345,565	\$645,880		\$23,155,080
	Women's Commission	\$223,155				\$9,960		\$233,115
	Human Rights Commission	\$249,380						\$249,380
	Veteran's Services	\$510,630				\$494,745		\$1,005,375
	TOTAL	\$28,611,545		\$65,000	\$3,345,565	\$1,567,235		\$33,589,345
	CITY TOTAL	\$211,264,525	\$9,668,400	\$9,414,555	\$35,746,025	\$15,992,585	\$11,898,335	\$293,984,425
EDUCATION								
	School Organization	\$127,497,830		\$100,000		\$22,804,945	\$586,670	\$150,989,445
	TOTAL	\$127,497,830		\$100,000		\$22,804,945	\$586,670	\$150,989,445
INTERGOVERNMENTAL								
	Mass. Water Resources Authority				\$21,346,815			\$21,346,815
	Cherry Sheet Assessments	\$18,294,460			\$445,280	\$1,387,210		\$20,126,950
	Cambridge Health Alliance	\$6,500,000						\$6,500,000
	TOTAL	\$24,794,460			\$21,792,095	\$1,387,210		\$47,973,765
	GRAND TOTALS	\$363,556,815	\$9,668,400	\$9,514,555	\$57,538,120	\$40,184,740	\$12,485,005	\$492,947,635

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2013

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPEND- ITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
----------	------------	---------------------	----------------------------------	-------------------------	--	----------------------------	--------------------------	----------------

COMMUNITY MAINTENANCE AND
DEVELOPMENT

	Water Department	\$6,446,320	\$3,982,800	\$86,580	\$3,723,000	\$14,238,700		\$14,238,700
--	------------------	-------------	-------------	----------	-------------	--------------	--	--------------

BE IT FURTHER ORDERED:

That the city appropriations and state assessments in the Water Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER- GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
----------	------------	-------	-----------------------	---------------------	---------------------------	--	-------------------------------	----------------

COMMUNITY MAINTENANCE AND
DEVELOPMENT

	Water Department				\$14,238,700			\$14,238,700
--	------------------	--	--	--	--------------	--	--	--------------

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2013

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
GENERAL GOVERNMENT			COMMUNITY MAINTENANCE & DEV. (cont.)		
	Acquistion of Personal Computers	\$90,000		Sewer Reconstruction	77,801,000
	Technology Upgrades / Enhancements	<u>35,000</u>		Parking Improvements	500,000
		\$125,000		Water System Improvements	3,400,000
				Traffic Calming	300,000
PUBLIC SAFETY				Façade Improvement Program	100,000
	Fire Station Renovations	\$25,000		Employment Program Fund	337,250
	Replacement of Street Lights/Poles	<u>35,000</u>		Housing Rehab & Development	657,350
		\$60,000		Neighborhood Business Development	72,000
				Public Art Conservation Fund	<u>20,000</u>
COMMUNITY MAINTENANCE & DEV.					\$91,888,930
	Public Building Renovations	\$361,000	HUMAN RESOURCE DEVELOPMENT		
	Kendall Square Surface Improvements	500,000		Parks & Recreation	\$142,000
	Energy and Transportation Improvements	651,510		Accessibility Improvements	<u>50,000</u>
	Street/Sidewalk Reconstruction	4,747,490			\$192,000
	Park and Cemetery Tree Pruning	100,000	EDUCATION		
	Park and Cemetery Tree Pruning	100,000		School Equipment/Renovations	\$ 450,000
	Cambridge Common Enhancement Project	2,150,000			
	Cable TV Equipment	141,330			
	Bike Rack Program	50,000			
				TOTAL	\$92,715,930

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	\$1,400,000	MWRA Grant	22,100,000
Parking Fund Revenues	850,000	MWRA Grant Interest	43,000
Parking Fund Balance	850,000	Sidewalk Revenues	72,835
Sewer Service Charge	1,000,000	Resident Parking Sticker Revenues	425,000
Water Service Charge	3,400,000	War Memorial Receipts	28,000
Block Grant	1,066,600	Golf Course Fees	80,000
Chapter 90	2,538,710	Cable TV License Fees	141,330
Street Preservation Offset Fund (SPOF)	185,945	CRLS NSTAR Rebate	226,510
		Bond Proceeds	<u>58,308,000</u>
			\$92,715,930

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.

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

Amortization. The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

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

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

Arbitrage. 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.

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

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

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

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

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

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.

Chapter 70. The Chapter 70 program is the major program of state aid to public elementary and secondary schools. In addition to providing state aid to support school operations, it also establishes minimum spending requirements for each school district and minimum requirements for each municipality's share of school costs.

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 (CPA). On November 7, 2001, residents of the City accepted the Community Preservation Act (CPA) which allows the City to impose a surcharge of 3% on real

estate taxes. Property exempt from this tax includes the first \$100,000 of residential property as well as certain low-income properties. By enacting the CPA, the City will receive the maximum available matching funds from the state. Proceeds from both the amount raised by the City and the amount matched by the State will be used to fund renovations to, and the construction of affordable housing, open space acquisition and historic preservation.

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

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

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

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

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

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

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

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

Depreciation. A method of allocating the cost of a tangible asset over its useful life. This is done for accounting purposes.

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. Expenditures are categorized in accordance with Massachusetts General Laws and the Uniform Massachusetts Accounting System (UMAS). Categories are Salary and Wages, Other Ordinary Maintenance, Travel and Training and Extraordinary Expenditures.

Fiduciary Fund. 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.

Fines & Forfeits. Fines and any associated penalties levied for violations of the municipal code.

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, 2013 to June 30, 2014 is FY14.

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

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. Fund balance is classified as restricted, committed, assigned and unassigned based on the relative strength of constraints that control how specific amounts can be spent.

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

GASB 54. A major pronouncement of the Governmental Accounting Standards Board that requires the classification of fund balances based primarily on the extent to which the government is bound to follow constraints on the use of governmental fund resources.

General Fund. The 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.

Intergovernmental Revenue. Includes federal and state grants, other governmental revenue and State Aid revenue. Examples include Cherry Sheet revenue, Community Development Block Grant and Unrestricted General Government Aid.

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.

Major Fund. A fund whose revenues, expenditures, assets or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

Massachusetts Water Rate Authority (MWRA). The MWRA is a public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million

people and more than 5,500 large industrial users in 61 metropolitan Boston area communities.

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.

Other Post Employment Benefits (OPEB). Benefits received by an employee when he or she begins retirement, including health care and life insurance premiums, in accordance with state statute and City ordinance.

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

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

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

Performance Measure. An instrument for determining the degree to which a department or division executes an action or task. The degree of goal fulfillment achieved by programs. The Budget includes FY12 Actual, FY13 Budget, FY13 Projected and FY14 Proposed performance measures.

Policy. A definite course of action adopted after a review of information, and directed at the realization of goals.

Procedure. A method used in carrying out a policy or plan of action.

Program. 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.

Proprietary Fund. Used to account for activities that are operated in a manner similar to private business enterprises and in which a government's intent is to recover costs primarily through user charges.

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

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

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

Refunding Bonds. The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and

replace it with another debt instrument paying a lower interest rate.

Registered Bonds. Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. 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.

Sequestration. The Budget Control Act of 2011 (BCA) included a provision for automatic funding cuts should the Joint Select Committee on Deficit Reduction fail to agree on how to reduce the federal deficit. Sequestration is a series of automatic, across the board cuts to government agencies.

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

Street Preservation Offset Fund. This fund records fees that are charged to contractors that are opening and completing work in, or under, a municipal street, sidewalk, public right of way or public easement. Each permit-holder is responsible for restoration. These funds are intended solely to reimburse the City for costs incurred related to permitting and restoring openings in municipal streets, sidewalks, public right-of-ways and public easements.

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.

Unassigned Fund Balance. The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.

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

Unrestricted General Government Aid (UGGA). The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA, in FY10.

Valuation (100%). Requirement that the assessed valuation must be the same as the market value for all properties.

ACRONYM TABLE	
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
Advancement Via Individual Determination	AVID
Boston Area Rape Crisis Center	BARCC
Boston Convention and Exhibition Center	BCEC
Bunker Hill Community College	BHCC
British Thermal Unit	BTU
Board of Zoning Appeal	BZA
Commission on Accreditation of Ambulance Service	CAAS
Cambridge Arts Council	CAC
Computer Aided Dispatch	CAD
Cambridge Auxiliary Fire Department	CAFD
Comprehensive Annual Financial Report	CAFR
Commission on Accreditation for Law Enforcement Agencies	CALEA
Computer Assisted Mass Appraisal	CAMA
Computer Assisted Management of Emergency Operations	CAMEO
Credit Card Accountability, Responsibility & Disclosure Act	CARD
Cambridge & Somerville Program for Alcoholism Rehabilitation	CASPAR
Cambridge Business Development Center	CBDC
Community Crisis Response Team	CCRT
Cambridge Community Television	CCTV
Community Development Block Grant	CDBG
Community Development Department	CDD
Commercial Driver's License	CDL
Cambridge Energy Alliance	CEA
Corporate Emergency Access System	CEAS
Comprehensive Emergency Management	CEM

Cambridge Employment Program	CEP
Community Emergency Response Team	CERT
Chlorofluorocarbons	CFCs
Cambridge Health Alliance	CHA
Cambridge Historical Commission	CHC
Cambridge Housing Authority	CHA
Cambridge Human Rights Commission	CHRC
Cambridge Licensee Advisory Board	CLAB
Community Learning Center	CLC
Cambridge Leadership Network	CLN
Cambridge Neighborhood Apartment Housing Services	CNAHS
Council on Aging	COA
Cost-Of-Living-Allowances	COLA
Criminal Offender Record Information	CORI
Cambridge Open Studios	COS
Cambridge Office for Tourism	COT
Community Preservation Act	CPA
Cambridge Police Department	CPD
Cambridge Public Library	CPL
Cambridge Public Schools	CPS
Consumer Product Safety Commission	CPSC
Cambridge River Festival	CRF
Cambridge Rindge and Latin School	CRLS
Cambridge Request System	CRS
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	High Intensity Florescent	HIF
Department of Elementary and Secondary Education	DESE	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
Emergency Action Plan	EAP	Federal Department of Housing and Urban Development	HUD
Emergency Communications and 911 Center	ECC	Heating, Ventilation and Air Conditioning	HVAC
Equal Employment Opportunity	EEO	In Case of Emergency	ICE
Equal Employment Opportunity Commission	EEOC	Inspectional Services Department	ISD
Electronic Funds Transfer	EFT	Insurance Services Office	ISO
U.S. Department of Energy, Energy Information Administration	EIA	Intensive Studies Program	ISP
Energy Information System	EIS	Information Technology	IT
Emergency Medical Services	EMS	Information Technology Division	ITD
Emergency Operating Center	EOC	Just-A-Start	JAS
Massachusetts Executive Office of Environmental Affairs	EOEA	King Open Extended Day	KOED
Water System Emergency Operating Plan	EOP	Kilowatt Hour	KwH
Emergency Preparedness and Response	EP&R	Lifetime Empowerment and Awareness Program	LEAP
U.S. Environmental Protection Agency	EPA	Light Emitting Diode	LED
Early Retirement Incentive	ERI	Leadership in Energy and Environmental Design	LEED
English for Speakers of Other Languages	ESOL	Local Emergency Planning Committee	LEPC
English Language Learners	ELL	London Interbank Offered Rate	LIBOR
Energy Use Intensity	EUI	Leading Pedestrian Interval	LPI
Federal Emergency Management Association	FEMA	Lead-Safe Cambridge	LSC
Fats, oils and grease	FOG	Library Services and Construction Act	LSCA
Fresh Pond Advisory Board	FPAB	Long Term 2 Enhanced Surface Water Treatment Rule	LT2ESWTR
Full-time equivalent	FTE	Massachusetts Association of Conservation Commissions	MACC
Generally Accepted Accounting Principles	GAAP	Metropolitan Area Planning Council	MAPC
Government Accounting Standards Board	GASB	Minority Business Enterprise	MBE
Greater Boston Convention and Visitors Bureau	GBCVB	Massachusetts Board of Library Commissioners	MBLC
General Education Degree	GED	Massachusetts Bay Transportation Authority	MBTA
Geographic Information System	GIS	Massachusetts Commission Against Discrimination	MCAD
Gay, Lesbian, Bisexual and Transgender	GLBT	Metropolitan District Commission	MDC
Global Positioning System	GPS	Massachusetts Emergency Management Agency	MEMA
High Efficiency Particulate Air	HEPA	Massachusetts General Laws	MGL
		Massachusetts Institute of Technology	MIT

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

INDEX

VII - 9	Acronym Table	IV - 315	Human Resources and Development/Summary
IV - 15	Affirmative Action	IV - 382	Human Rights
IV - 92	Animal Commission	IV - 325	Human Services
VI - 1	Appropriation Orders	IV - 61	Information Technology
IV - 82	Arts Council	IV - 171	Inspectional Services
IV - 46	Assessing	IV - 69	Insurance
IV - 52	Auditing	III - 46	Intergovernmental Revenue
II - 16	Basis of Accounting and Budgeting	IV - 397	Intergovernmental/Summary
II - 2	Budget Calendar	IV - 29	Law
IV - 40	Budget Office	IV - 316	Library
II - 1	Budget Process	III - 22	License and Permits
IV - 308	Cable TV	IV - 175	License Commission
IV - 402	Cambridge Health Alliance	III - 4	Major Revenue Sources
III - 30	Charges for Service	IV - 398	Massachusetts Water Resources Authority
IV - 399	Cherry Sheet Assessments	IV - 2	Mayor's Office
IV - 24	City Clerk	III - 55	Miscellaneous Revenue
IV - 21	City Council	II - 3	Organizational Chart
I - 1	City Manager's Submitted Budget Message	IV - 72	Other Post Employment Benefits
IV - 260	Community Development	II - 43	Parking Fund/Projected Balance
IV - 199	Community Maintenance & Development/Summary	II - 39	Parking Fund/Three Year History
IV - 298	Conservation Commission	IV - 302	Peace Commission
IV - 180	Consumer Council	IV - 67	Pensions
II - 30	Debt Position	IV - 43	Personnel
IV - 311	Debt Service	IV - 115	Police
IV - 391	Education/Summary	IV - 168	Police Review & Advisory Board
IV - 77	Election Commission	II - 46	Position List
IV - 188	Electrical	II - 41	Projected Fund Balances
IV - 191	Emergency Communications	IV - 82	Public Celebrations
IV - 63	Employee Benefits/Summary	IV - 17	Public Information Office
II - 10	Energy Efficiency Initiatives	V - 1	Public Investment Program
IV - 6	Executive	IV - 91	Public Safety/Summary
II - 6	Facts on File	IV - 200	Public Works
IV - 38	Finance/Administration	IV - 50	Purchasing
IV - 32	Finance/Summary	IV - 90	Reserve
II - 32	Financial Charts	IV - 55	Revenue
III - 1	Financing Plan/Summary	III - 13	Taxes
II - 18	Financial Policies and Guidelines	II - 9	Tax Facts
III - 28	Fines and Forfeits	IV - 12	Tourism
IV - 97	Fire	IV - 152	Traffic, Parking & Transportation
II - 43	General Fund/Projected Balance	IV - 58	Treasury
II - 37	General Fund/Three Year History	IV - 386	Veterans' Benefits & Services
IV - 1	General Government/Summary	IV - 245	Water Department
II - 4	General Profile of City	II - 43	Water Fund/Projected Balance
IV - 73	General Services	II - 38	Water Fund/Three Year History
VII - 1	Glossary	IV - 184	Weights & Measures
IV - 290	Historical Commission	IV - 377	Women's Commission